

Capacity Building and the Performance of Employees in Akoko South West Local Government

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Abstract

This research examines capacity building of employees in Akoko South West Local Government (ASWLG) to find out the efficiency and effectiveness of capacity building programme in Akoko South West Local Government (ASWLG). The objective of the study is to examine the effect of capacity building on employees' performance, productivity level and employees' commitment.

The research design adopted for the study is Survey research design which entailed the administration of questionnaires to respondents through the use of random sample in which 158 questionnaires were distributed, out of which 150 were retrieved from the respondents. The result from hypothesis one shows the R Square to be 94% which indicates a positive relationship between capacity building and employees' performance. Also, the F-statistic of 213.45 was obtained which was significant since the p-value is less than 0.05. The result from the coefficient table shows that 1% variation in capacity building leads to 86% variation in employees' performance. This affirms a positive relationship between the variables. The result from hypothesis two shows the R Square to be 0.93 which means that there is 93% significant relationship between capacity building and employees' productivity. In the ANOVA table, F-statistic of 197.258 was obtained. This is significant as the p-value is less than 0.05. Hypothesis three was also tested. The result shows that the R Square is 0.80 which means that there is 80% significant positive relationship between capacity building and employees' commitment. In the ANOVA table, F-statistic of 144.508 was obtained. This is significant as the p-value is less than 0.05. Capacity building has been confirmed to have influenced the commitment, productivity and performance of employees to a great extent in Akoko South West Local Government. In view of this, the researcher concludes that capacity building is an indispensable tool in management; hence, it should not be taken lightly but seriously with tremendous efforts as it has the propensity to affect and influence to a large extent the stated objectives of an organization from time to time. Indeed, there is great need to train and promptly retrain employees to be able to respond to any environmental or social changes since change itself is inevitable.

Keywords: CAPACITY, ORGANIZATION, PRODUCTIVITY, PERFORMANCE

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I. Introduction

Actual performance, when compare with expected performance more often than none vary greatly. There is need to balance and set-on-track the expected performance, which is why capacity building is of great concern at all management level to ensure realization of corporate objective. Capacity building is one of the major ways organization invests in the workforce for greater return today and even in the foreseeable future (Williams, 2007)

Realization and accomplishment of organization objectives depends solely on the effectiveness and efficiency of human resources within the organization. Performance of the employees in the same vein depends on the top-notch competency. This is acquired through in-depth knowledge, abilities and capabilities of the employees. Undoubtedly, capacity building is more or less like continuous assessment. This reason being that change is inevitable in today's world, what proved to be acceptable today can become obsolete tomorrow. There is incessant demand for social change with view to changes in technology, this call for more attention by the management to shape and sharpen their workforce abilities, skills, knowledge and capabilities continually to evenly adapt to changes. For efficient and effective output, managers at operational, cooperate and executive level should dedicate enough time to train and retrain their employees to guarantee that they possess all the required skills and knowledge.

The reason for 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 or rather say to sharpen their skills and their technical-know-how in their respectively present position.

Workforce development is achieved through series of training of manpower and it is aimed at growth. Also, Manpower development implies growth and getting hold of wide understanding and know-how for the betterment of employees and advantage of organization. Without much ado, Capacity building is targeted at the improvement, betterment, effectiveness and efficiency of member of staff. Therefore, the aim of this research is to know the present situation, nature, modus operandi and technique of capacity building used by Akoko South West Local Government for its member of staff and to lay emphasis on the fact that any organization that has no plan for the capacity building of its staff will fold-up in no time because learning is a nonstop process and acquired skills become obsolete or at most useless when the environment changes. Thus, employees, just like machines should be constantly and regularly upgraded and updated, else, they ultimately becomes obsolete or misfit (Muhtar, 2007)

Statement of the Problems

Capacity building in third world countries including Nigeria receives lesser attention in recent years. Deliberating on how far the rest of the world has gone, immerse efforts and resources is needed to meet up and measure up good capacity building. This is not unachievable as Nigeria is blessed with more than enough human resources with great potentials if trained, retrained and are channelled effectively.

This research appraises capacity building of employees in Akoko South West Local Government (ASWLG) to decide the efficiency and effectiveness of capacity building programme in Akoko South West Local Government (ASWLG).

Research Questions

1. What are the significant relationships between capacity building and employees performance in Akoko South West Local Government (ASWLG)?
2. To what extent does capacity building affect employees' productivity in Akoko South West Local Government (ASWLG)?
3. How does capacity building and organizational commitment reduce turnover rate in Akoko South West Local Government (ASWLG)?

Objectives of the Study

The Broad objective of the study is to examine the effect of capacity building on employees' performance, case study of Akoko South West Local Government.

The specific objectives are to;

- i. highlight the effect of capacity building on productivity level of workers in Akoko South West Local Government (ASWLG)
- ii. examine the relationship between capacity building and organizational commitment in (ASWLG)

Statement of Hypothesis

The hypotheses of the study are stated below

H₀: There is no significant relationship between capacity building and employees' performance.

H₀: There is no significant relationship between capacity building and employees' productivity

H₀: There is no significant relationship between capacity building and organizational commitment

Significance of the Study

The research will be beneficial to all service organizations especially Akoko South West Local Government (ASWLG), and its staff as it emphasized the need and encourage the establishment of policies embedded on the efficient and effective capacity building programmes.

It will help managers in all form of organizations to convene ideas and proffer possible solutions to problems on the best way to path capacity building in their organization in order to easily and efficiently achieve desired goals and objectives.

In the same vein, it will be useful and most importantly helpful to the following bodies; small scale business, large corporations, universities and to the government. It will also equip researchers to get to know more about capacity building programme as an apparatus for measuring and improving employees' performance.

To crown it all, it will be of great value to students and scholars as a point of reference. It will equally form the basis for further research on capacity building.

II. Methodology

The survey research design which is used in this study aims at appraising the effect of capacity building on operational capabilities of public sector organization, case study of Akoko South West Local Government. It is a Survey Research Study using questionnaire as the instrument of getting information from respondents.

The population of this study comprise of the staff of Akoko South West Local Government. The population size of the study comprised of two hundred and sixty two (262) staff of Akoko South West Local Government. The sample size of one hundred and fifty eight (158) was taken from the two hundred sixty two (262) staffs of Akoko South West Local Government. The sample size was calculated using 95% confidence interval. The simple random sample was used in this study. A sample of 158 out of over 262 staff of Akoko South West Local Government was selected for the investigation. The research instrument for this study is questionnaires which is a research instrument consisting of series of questions and other prompts for the purpose of gathering information from respondents. The questionnaire consists of closed ended questions. The questionnaire is used as a major tool for the assemblage of data for this study. It is divided into two sections. Section A was designed to focus on Bio-data about the respondents and section B gathered information which was used in the analysis and test of hypothesis formulated for the study.

For the instrument to be reliable it was first administered to twenty (20) respondents, a week after the same questionnaire was administered to the same respondents (test-retest related method). The retrieved questionnaire were screened and computed through Pearson product moment correlation coefficient and the obtained reliability index was 0.72 enough for the use of the study. SPSS software was used for ease and appropriate data analysis exercise. Regression and correlation analysis was used to test the hypotheses formulated for this study.

Presentation of data collected

Table 1 Return rate of the questionnaire

Number of Questionnaire set out	Numbers returned	Percentage %
158	150	95%

Source: Field Survey 2019

According to Table 1 above, total of 158 questionnaires were administered to Employees of Akoko South West Local Government Ondo state, of which 150 questionnaire were returned.

Hence the return rate of the questionnaire was 95%. The high response rate of 95% was due to persistence of the researcher and probable interest the respondents have in the study.

SOCIO DEMOGRAPHIC INFORMATION OF THE RESPONDENTS

Table 2 Sex

	Frequency	Percent
Valid Male	85	56.7
Valid Female	65	43.3
Total	150	100.0

Source: field survey, 2019.

Table 2 above shows the sex distributions of the respondents, it indicates that 85(56.7%) of the respondents were Male, while 65 (43.3%) of the respondents were Female. This shows that majority of the respondents are Male.

Table 3 Age range

	Frequency	Percent
Valid 18-30yrs	72	48.0
Valid 31-40yrs	32	21.3
Valid 41-50yrs	26	17.3
Valid 51 and above	20	13.3
Total	150	100.0

Source: Field Survey, 2019

Table 3 above shows the age range of the respondents, this indicates that 72(48%) of the respondents were in the range of 18-30yrs, 32(21%) of the respondents were in the range of 31-40yrs, 26(17.3%) were in the range of 41-50 yrs while 20(13.3%) of the respondents were in the age bracket of 51 and above. This shows that majority of the respondents are young people between 31 and 40 years old.

Table 4 Marital Status

		Frequency	Percent
Valid	Single	75	50.0
	Married	60	40.0
	Divorced	15	10.0
	Total	150	100.0

Source: Field Survey, 2019

Table 4 above shows that 75(50%) of the respondent are still single while 60(40%) of them were married and 15(10%) of the respondents were divorced. This indicates that the higher percentage of the respondents is still single. This shows that majority of the respondents are Single.

Table 5 Educational Qualification

		Frequency	Percent
Valid	NCE/ND	54	36.0
	HND/BSc	62	41.3
	PGD/MSc	20	13.3
	PhD	9	6.0
	Others	5	3.3
	Total	150	100.0

Source: Field Survey, 2019

Table 5 above shows the educational qualification of the respondents, 54(36%) of the respondents are NCE/ND holders, 62(41.3%) are HND/ BSc holder while 20(13.3%) were PGD/MSc holders, 9(6%) of the respondents are PhD holders and 5(3.3%) of them are holding other qualifications. This shows that majority of the respondents are either HND or B.Sc. or BA degree holders.

Table 6 Length of Service

		Frequency	Percent
Valid	6months-1yr	19	12.7
	2-3yrs	55	36.7
	3-5yrs	61	40.7
	6-10yr	15	10.0
	Total	150	100.0

Source: Field Survey, 2019

The table6 above shows the number of years the respondent have worked with the organization. 19(12.7%) of the respondents have worked within the range of 6months-1yrs, 55(36.7%) of the respondents were in the range of 2-3yrs, 61(40.7%) worked in range of 3-5yrs and 15(10%) of them have worked in the range of 6-10yrs. This shows that majority of the respondents have spent more than 5 years in the service.

Analysis of the Research Question

Table 7 Research Question one: examining the relationship between capacity building and employee performance.

S/N	Items	Response						Total
			SA	A	U	D	SD	
1	The management of Akoko South West Local Government invest in capacity building	Freq	20	35	2	70	23	150
		%	13.3	23.3	1.3	46.7	15.3	100
2	The management of Akoko South West local government often undertakes capacity building programs on regular	Freq	10	22	5	64	49	150
		%	6.7	14.7	3.3	42.7	32.7	100

	basis.							
3	Capacity building improves the performance of employee	Freq	50	70	-	30	-	150
		%	33.3	46.7	-	20	-	100
4	Capacity building is a tool for achieving organizational goals.	Freq	51	73	-	26	-	150
		%	34	48.7	-	17.3	-	100
5	Our organization responds appropriately to changes in the environment through capacity building.	Freq	42	57	7	28	16	150
		%	28	38	4.7	18.7	10.7	100
6	Capacity building leads to optimal utilization of organization resources.	Freq	32	72	11	35	-	150
		%	21.3	48	7.3	23.3		100

Source: Field Survey, 2019

The table 7 above shows the test on statements relating to research question one which therefore reveal that, there is relationship between capacity building and employee performance. The responses in item 1 shows strongly agree 20(13.3%), agree 35(23.3%), undecided 2(1.3%), disagree 70(46.7%), while strongly disagree 23(15.3%). As revealed in the responses in item 2, respondents say that the management of Akoko South west local government does not undertake capacity building often. This was such that strongly agree was 10(6.7%), agree 22(14.7%), undecided 5(3.3%), disagree 64(42.7%) while strongly disagree 49(32.7%). In item 3, 50(33.3%) of the responses showed strongly agree, 70(46.7%) of the respondents agree and 30(20%) of the respondents disagree with the statement that capacity building improves the performance of employee. Further, responses on item 4 shows that capacity building is a tool for achieving organization objectives. 51(34%) of the respondents strongly agree, 73(48.7%) agree with the statement, while 26(17.3%) of the respondents disagree with the statement. This indicate that majority of the respondents agree with the statement that capacity building is a tool for achieving organization goals. Also, responses on item 5 showed that organization respond to change through capacity building where 42(28%) strongly agree, 57(38%) of the respondents agree, 7(4.7%) undecided, while 28(18.7%) disagree and 16(10.7%) of the respondents strongly disagree with the statement. Finally, item 6 showed that 32(21.3%) of the respondents strongly agree with the statement, 72(48%) of the respondents agree while 11(7.3%) undecided and 35(23.3%) of the respondents disagree with the statement that capacity building leads to optimal utilization of resources. The above result showed that there is a significant relationship between capacity building and employee performance.

Table 8 Research Question Two: Examining the relationship between capacity building and productivity.

S/N	Items	Response						Total
		SA	A	U	D	SD		
1.	Capacity building is determined by the objectives of the organization.	Freq	50	62	2	20	16	150
		%	33.3	41.3	1.3	13.3	10.7	100
2.	Capacity building improves productivity of employees	Freq	53	62	-	20	15	150
		%	35.3	41.3	-	13.3	10.3	100
3.	The attitude of oscillation and lateness can be prevented using capacity building	Freq	32	43	15	40	20	150
		%	21.3	28.7	10	26.7	13.3	100
4.	Capacity building is an effective method of increasing employees' morale.	Freq	33	52	13	32	20	150
		%	22	34.7	8.7	21.3	13.3	100
5.	Standard output can be achieved through capacity building.	Freq	20	53	17	44	16	150
		%	13.3	35.3	11.3	29.3	10.7	100

Source: Field Survey, 2019

The result on the Table 8 above shows the relationship between capacity building and productivity. On item 1, 50(33.3%) of the respondents strongly agree with the statement, 62(41.3%) agree, 2(1.3%) of the respondents were undecided while 20(13.3%) disagreed and 16(10.7%) strongly disagreed with the statement that capacity building is determined by the objectives of the organization. In item 2, 53(35.3%) of the respondents strongly agree, 62(41.3%) of the respondents agreed while 20(13.3%) of the respondents disagreed and 15(10.3%) of the respondents strongly disagreed with the statement that, capacity building improves the

productivity of employees. This indicates that majority agreed with the statement. In Item 3, it was also shown that 32(21.3%) respondents strongly agreed, 43(28.7%) agreed and 15(10%) were undecided while 40(26.7%) of the respondents disagreed and 20(13.3%) of the respondents strongly disagreed with the statement that the attitude of oscillation and lateness can be prevented using capacity building. This indicates that the majority of respondents agreed with the statement. Likewise in Item 4, 33(21.3%) strongly agreed, 52(34.7%) agreed and 13(8.7%) were undecided. While 32(21.3%) disagreed and 20(13.3%) strongly disagreed with the statement that Capacity building is an effective method of increasing employees morale. Finally in item 5 of the above table, 20(13.3%) strongly agreed, 53(35.3%) agreed, and 17(11.3%) were undecided while 44 (29.3%) of the respondents disagreed and 16(10.7%) of the respondents strongly disagreed with assertions that Standard output can be achieved through capacity building. This indicates that the majority of the respondents representing 73(48.6%) agreed with the statement.

The above research question two result showed that there is significant relationship between capacity building and productivity.

Table 9 Research Question Three: is there any significant relationship between capacity building and employees commitment?

S/N	Items	Response						Total
		SA	A	U	D	SD		
1.	Capacity building helps in self development	Freq	35	62	-	36	17	150
		%	23.3	41.3	-	24	11.3	100
2.	Employee's loyalty can be achieved through capacity building.	Freq	20	50	21	49	10	150
		%	13.3	33.3	14	32.7	6.7	100
3.	The problem of labour turnover among employees can be reduced with the use of capacity building.	Freq	25	37	25	42	21	150
		%	16.7	24.7	16.7	28	14	100
4.	Inadequate funding limits the effectiveness of capacity building.	Freq	61	47	6	21	15	150
		%	40.7	31.3	4	14	10	100
5.	Capacity building reduces the rate of absenteeism among workers.	Freq	32	41	10	23	44	150
		%	21.3	27.3	6.7	15.3	29.3	100

Source: Field Survey, 2019

The result on the Table 9 above shows the relationship between capacity building and employee commitment. On item 1, 35(33.3%) of the respondents strongly agree with the statement, 62(41.3%) agree, while 36(24%) disagreed and 17(11.3%) strongly disagreed with the statement that Capacity building helps in self-development .in item 2, 20(13.3%) of the respondents strongly agreed, 50(33.3%) of the respondents agreed,21(14%) undecided, while 49(32.7%) of the respondents disagreed and 10(6.7%) of the respondents strongly disagreed with the statement that, Employee's loyalty can be achieved through capacity building. . This indicates that majority agreed with the statement. In Item3, it was also shown that 25(16.7%) respondents strongly agreed, 37(24.7%) agreed and 25(16.7%) were undecided while 42(28%) of the respondents disagreed and 21(14%) of the respondents strongly disagreed with the statement that, the problem of labour turnover among employees can be reduced with the use of capacity building. This indicates that the majority of respondents disagreed with the statement. Likewise in Item 4, 61(40.7%) strongly agreed, 47(31.3%) agreed and 6(4%) were undecided. While 21(14%) disagreed and 15(10%) strongly disagreed with the statement that, Inadequate funding limits the effectiveness of capacity building. Finally in item 5 of the above table, 32(21.3%) strongly agreed, 41(27.3%) agreed, and 10(6.7%) were undecided while 23(15.3.3%) of the respondents disagreed and 44(29.3%) of the respondents strongly disagreed with statement that, Capacity building reduces the rate of absenteeism among workers. This indicates that the majority of the respondents representing 73(48.6%) agreed with the statement that Capacity building reduces the rate of absenteeism among workers.

The above research question three result showed that there is a significant relationship between capacity building and employee commitment.

HYPOTHESES TESTING USING REGRESSIONS

Hypotheses One:

Ho: There is no significant relationship between capacity building and employee performance.

Table 10.1: Showing the significant relationship between capacity building and employees' performance.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.967 ^a	.935	.935	.103

a. Predictors: (Constant), Capacity Building

Table 10.1 above, provides the *R* and *R*² values. The *R* value represents the simple correlation and is 0.967 (the "**R**" Column), which indicates a high degree of correlation. The *R*² value (the "**R Square**" column) indicates how much of the total variation in the dependent variable, 'employee performance' can be explained by the independent variable capacity building. The *R*² is 0.935, In this case, 94% can be explained, which is large, the Adjusted *R*² (Adjusted R Square Column).

The next table is the ANOVA table, which reports how well the regression equation fits the data (i.e., predicts the dependent variable) and is shown below:

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2598.160	1	2598.160	213.455	.000 ^b
	Residual	179.900	148	1.216		
	Total	2778.060	149			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Capacity Building

The ANOVA shows the goodness of fit of the model as reflected in the table above, it indicated the F-ratio of 213.455 which is significant and positive enough, statistically significant if the probability value (P Value) is less than 0.05 (P<0.05), hence the model is of a good fit, since the F ratio is large enough and the P value is less than 0.05. This table gives us an F-ratio (F = 213.45) to determine whether the model is a good fit for the data. According to this p-value, it is a good fit. This indicates that the regression model predicts the dependent variable (employee performance) significantly well. Taking a look at the regression row to the "**Sig.**" column, it indicates the statistical significance of the regression model that was run. Here, p = 0.00. The ANOVA shows the goodness of fit of the model as reflected in the table above.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.025	.232		4.419	.000
	Capacity Building	.856	.019	.967	46.233	.000

Variable: Employee Performance

The Coefficients table provides us with the necessary information to predict employee performance from capacity building, as well as determine whether capacity building contributes statistically significantly to the model (by looking at the "**Sig.**" column). Furthermore, we can use the values in the "B" column under the "Unstandardized Coefficients" column, as shown above. The t statistics is 46.233 and standard error stands at 0.019, this connotes a positive relationship, between the dependent variable and the independent variable. The standard error is 0.019 and it is an estimate of the *standard deviation* of the coefficient, the significance had been analyzed in table above, Since the coefficient is positive, it is enough to say that there is linear relationship between the predicting variable and the dependent variable, hence, according to the result of the analysis, shows that capacity building have a great impact in employee performance. Hence, with the result of the t-statistics and since the p< 0.05, is it statically correct and reject the null hypothesis that says that there no significant relationship between capacity building and employee performance.

Hypotheses Two:

Ho: There is no significant relationship between capacity building and employees' productivity.

Table: 10.2 Showing the significant relationship between capacity building and employees' productivity.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
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1	.964 ^a	.930	.930	1.368
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a. Predictors: (Constant), Capacity Building

Table 10.2 above, provides the *R* and *R*² values. The *R* value represents the simple correlation and is 0.964 (the "R" Column), which indicates a high degree of correlation. The *R*² value (the "R Square" column) indicates how much of the total variation in the dependent variable, 'productivity' can be explained by the independent variable capacity building. The *R*² is 0.930, In this case, 93% can be explained, which is large, the Adjusted *R*² (Adjusted R Square Column).

The next table is the ANOVA table, which reports how well the regression equation fits the data (i.e., predicts the dependent variable) and is shown below:

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	3690.495	1	3690.495	197.258	.000 ^b
Residual	277.079	148	1.872		
Total	3967.573	149			

a. Dependent Variable: Productivity

b. Predictors: (Constant), Capacity Building

In the above ANOVA table, the focus is on the F-statistic. F-statistic of 197.258 was obtained. This is significant as the p-value is less than 0.05. Thus we reject the null hypothesis, which says that there is no significant relationship between capacity building and productivity, and accept the alternate hypothesis which implies that there is significant relationship between capacity building and productivity.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.168	.288		4.057	.000
Capacity Building	.820	.023	.964	44.399	.000

a. Dependent Variable: Productivity

The coefficient of the table was also tested and statistically significant, while t-column was tested to see if the coefficients are significantly different from zero (0). The result of the coefficient shows that 1% variation level in the capacity building leads to about 82% increase in productivity. The significant value of t-value (0.000 and 0.000) is less than the p-value of 0.05. We therefore reject the null hypothesis and accept the alternate hypothesis. Thus, reveal that there is significant relationship between the capacity building and employee's productivity.

Hypotheses Three:

Ho: There is no significant relationship between capacity building and employees' commitment

Table 10.3: Showing the significant relationship between capacity building and employees' commitment

Model Summary

Model	R	R Square	Adjusted Square	Std. Error of the Estimate
1	.802 ^a	.800	.800	.625

a. Predictors: (Constant), Capacity Building

The table 10.3 above shows the correlation coefficient of the variables (0.802) in the R column which indicates that there is a strong relationship between the variables the coefficients of determination (*r*²) of 0.80 indicates that about 80% significant variation is explained by the contribution of capacity building to employees' commitment in the organization.

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	3818.384	1	3818.384	144.508	.000 ^b
Residual	390.949	148	2.642		
Total	4209.333	149			

a. Dependent Variable: Employee Commitment

b. Predictors: (Constant), Capacity Building

In the above ANOVA table, the focus is on the F-statistic. F-statistic of 144.508 was obtained. This is significant as the p-value is less than 0.05. Thus we reject the null hypothesis, which says that there is no significant relationship between capacity building and employees' commitment, and accept the alternate hypothesis which implies that there is significant relationship between capacity building and employees' commitment.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.517	.342		1.512	.033
Capacity Building	.837	.027	.952	38.020	.000

a. Dependent Variable: Employee Commitment

The coefficient of the table was also tested and statistically significant, while t-column was tested to see if the coefficients are significantly different from zero (0). The result of the coefficient shows that 1% variation level in the capacity building leads to about 84% increase in employee commitment. The significant value of p-value (0.033 and 0.000) is less than 0.05. We therefore reject the null hypothesis and accept the alternate hypothesis. Thus, reveal that there is significant relationship between the capacity building and employee's commitment.

III. Discussion of Findings

The result from hypothesis one shows the correlation coefficient of the variables to be (0.967) in the R column. The result shows that the R² is 0.935, which means that there was 94% significant positive relationship between capacity building and employees performance. The coefficient table provides us with the necessary information to predict employee's performance from capacity building, as well as to determine whether the capacity building contributes statistically to the model. The result of the coefficient shows that 1% variation level of the capacity building leads to about 86% variation in employee performance, and p-values (0.000 and 0.000) shows that there is significant positive relationship between the variables. Thus, the null hypothesis which implies that there is no significant relationship between capacity building and employee performance was rejected, and the alternative hypothesis, which means that there is a positive relationship between capacity building and employee performance was accepted. The result therefore justified the earlier work of Bailey (2017) who argued that capacity building had a strong positive direct impact on employees' performance.

Also, the result from hypothesis two shows the correlation coefficient of the variables to be (0.964) in the R column. The result shows that the R² is 0.930, which means that there was 93% significant positive relationship between capacity building and productivity. The coefficient table provides us with the necessary information to predict employee's productivity from capacity building, as well as to determine whether the capacity building contributes statistically to the model. The result of the coefficient shows that 1% variation level of the capacity building leads to about 82% variation in employee productivity and p-values (0.000 and 0.000) shows that there is significant positive relationship between the variables. Thus, the null hypothesis which implies that there is no significant relationship between capacity building and employee productivity was rejected, and the alternative hypothesis, which means that there is a positive relationship between capacity building and employee productivity was accepted. The result was therefore justified with the earlier work of Yamoah and Maiyo (2014) who argued that improved productivity in organization could be achieved by building employee capacities.

Finally, the result from hypothesis three shows the correlation coefficient of the variables to be (0.803) in the R column. The result shows that the R² is 0.800, which means that there was 80% significant positive relationship between capacity building and employees commitment. The coefficient table determines whether the capacity building contributes statistically to the model. The result of the coefficient shows that 1% increase level of the capacity building leads to about 84% increase in employee commitment, and p-values (0.033 and 0.000) shows that there is significant positive relationship between the variables. Thus, the null hypothesis which implies that there is no significant relationship between capacity building and employee commitment was rejected, and the alternative hypothesis, which means that there is a positive relationship between capacity building and employee commitment was accepted. The result was therefore justified with the earlier work of Mba and Godday (2015) who argued that capacity building had a strong positive direct impact on employees' commitment.

IV. Summary of the Findings

The study which was carried out on capacity building in Akoko South West Local Government was set out to investigate the influence of capacity building on employees' performance. Having sourced the relevant data for this study using questionnaires, the results of the study from the regression and correlation analysis carried out in the preceding chapter revealed the following empirical evidence.

These are the major findings:

1. It was discovered from findings that capacity building influences employees' performance as it was evident from the previous chapter that, there is a significant relationship between capacity building and employees' performance. The result was also evident in the study carried out by Bailey (2017).
2. It was discovered from findings that there is significant relationship between capacity building and productivity. The respondents claimed that their morale level increases whenever this tends to increase in skills and knowledge. This was also in line with study carried out by Yamoah and Maiyo (2014).
3. It was also discovered from findings that there is significant relationship between capacity building and employees' commitment this was evident in the test carried out in previous chapter. The result was in line with that of Mba and Godday (2015) who argued that there is a significant relationship between capacity building and employees' commitment.

V. Conclusion

According to the respondents, and following hypothetical results, capacity building has been confirmed to have influenced the commitment, productivity and performance of employees to a great extent. The management needs to thoroughly and strategically scan the environment in which it operates in order to recognize the skills and knowledge needed as against the available ones. In view of this, it can rightly be concluded that if the organization can strategically, periodically, and always engage in building capacities, the level of employee's performance in such organization will be very high at all ratification.

VI. Recommendations

Since the capacity building is an indispensable tool in management, it should not be taken with kids' glove as it can influence the organization to achieve its stipulated objectives from time to time. In relation to this work, the following recommendations are therefore important:

- i. The management should adequately invest in building the capacities of employees.
- ii. The organization should endeavor to train and retrain their employees so as to respond to changes in the environment.
- iii. Manager should keep abreast of the development in the level of technology in the environment.
- iv. Adequate fund should be release so as to increase the effectiveness of capacity building.
- v. Finally, management should regularly review their skill inventory so as to know which of the employees need to be trained at a particular time.

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