

CAPACITY BUILDING AND EMPLOYEE JOB PERFORMANCE OF PUBLIC ORGANIZATIONS IN BAYELSA STATE

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Abstract

This study investigated the relationship between capacity building and employee job performance in public organizations in Bayelsa State. The study relied on secondary data from literature and empirical review of previous studies. Organizations are faced with inability of employees to effectively carry out assigned roles leading to poor performance in the organization, making it necessary to understudy capacity building to ensure job performance. The research work concludes that capacity building correlates positively with employee job performance in public organizations. The study recommends that government should continually support capacity building programmes through timely release of funds, organizations should maximize employees that have undergone training and development for greater efficiency and effectiveness, government should create the necessary work environment, provide equipment and work processes or systems for effective task delivery.

Keywords: *Capacity Building, Job Performance, Employee, Public Organization.*

Introduction

Job performance in this study relates to the employee's ability to do his or her work in the organization. Its variables include task performance and contextual performance. Task performance refers to the activities and behaviors exhibited by the workers in order to achieve set objectives (Motowidlo & Kell, 2012). It is the ability of a worker to effectively carry out his assigned job task and responsibilities. An employee's core task has to do with his primary duties that contribute to the achievement of organizational goals (Borman & Moltowidlo, 1997). In the public service, ethical conduct appears to be a key requirement or pre-requisite of task performance. Contextual performance relates to the voluntary actions and behaviors that go beyond formal job requirements by the organization. It is also referred to as extra-job role or Organizational Citizenship Behavior (OCB). Through contextual performance, employees are able to help their colleagues in need or when they need their support in one way or the other. Employees who show a sense of sportsmanship and civic virtue can be seen as demonstrating contextual performance (Organ, 1988). Contextual performance in an organization refers to the voluntary behaviors and actions exhibited by employees which are not directly part of their job responsibilities but are seen to contribute to the overall effectiveness of the organization (Decu, 2023).

Capacity building on the other hand encompasses training and development programme, which tend to enhance employee skills and knowledge, leading to job performance and job satisfaction. Training and development programs enhance employees' skills and knowledge, leading to improved job performance and adaptability to changes in the workplace. These

initiatives support employees' career growth, boost their motivation, and ultimately contribute to organizational success (Noe et al., 2019). Yamoah & Maiyo (2012) in Groot and Molen (2000) defined capacity building as the development of Knowledge, skills, and attitudes in individuals and groups of people, relevant in design, development, management and maintenance of institutional and operational infrastructure and processes that are locally meaningful. Capacity building can also be seen as a process that leads to systematic enhancement and the expanding of skills, knowledge, and overall abilities of individuals in the organization. It involves activities that result in acquiring new competence, improving existing skills and cultivating a mindset that embraces constant learning and self-improvement. Ultimately, capacity building leads to better employee task performance.

Statement of the Problem

Public organizations are faced with the challenge of unsatisfactory work performance by the work force. Employees in some instances fail to effectively and efficiently carryout assigned tasks in the organization. This can be caused by several factors including lack of capacity building initiatives to improve on the skills, knowledge and competence of these employees. Workers may not be working together as a team as expected; employees may not show the requisite empathy towards their colleagues which is a key factor in creating and strengthening the right environment for organizational citizenship behavior (OCB). That is why there is a need to understudy capacity building as a veritable tool or strategy for effective job performance in the workplace. This article aims to study the relationship between capacity building and employee job performance in public organizations in Bayelsa State. Findings from this study will hopefully show how capacity building is relevant to employee job performance, policy makers in government, public sector organizations and the information derived from this study will also be useful to other researchers in the course of their research work.

Literature Review

Conceptual Review

Concept of Capacity Building

Capacity building in the Nigerian public service refers to the process of enhancing the knowledge, skills, and competencies of public servants to improve their performance and effectiveness in carrying out their duties. It involves various initiatives aimed at developing individual and organizational capabilities. Training and development programmes play a crucial role in capacity building in the Nigerian public service. These programmes are designed to enhance the technical, managerial, and leadership skills of public servants. They can include workshops, seminars, conferences, on-the-job training, and e-learning initiatives (Ikarehon, 2007). Training programmes focus on areas such as public administration, policy analysis, project management, financial management, and other relevant competencies. In-service training helps to increase the competencies of civil servant in Nigeria (Nife, 2016).

Mentoring and coaching programmes are employed to provide guidance and support to public servants, particularly in their career progression and skill development. Experienced professionals or senior leaders serve as mentors or coaches, offering advice, feedback, and sharing their expertise. These programmes foster knowledge transfer, skill enhancement, and professional growth among public servants. Capacity building programmes result in better team building, high employee performance and technical output (Ojokuku & Adejere, 2014).

Such platforms promote continuous learning, innovation, and the exchange of ideas among public servants. Capacity building in the Nigerian public service involves partnerships and collaborations with academic institutions, research organizations, and international development agencies. These collaborations can facilitate the transfer of knowledge, research findings, and expertise to public servants (Tchawe, 2019). They can also support the development of training curricula, research programmes, and policy analysis frameworks.

Performance management systems that provide regular feedback and performance assessments are essential for capacity building. Through performance evaluations, public servants can identify their strengths, areas for improvement, and development needs in the organization (Capelli & Tavis, 2016). Constructive feedback and coaching help individuals enhance their competencies and job performance. Capacity building initiatives in the Nigerian public service aim to enhance efficiency, effectiveness, and professionalism among public servants. They contribute to the overall development of the workforce and the improvement of public service delivery.

In Nigeria, several institutions play a crucial role in capacity building within the public service. These institutions are responsible for developing and implementing programmes, initiatives, and policies aimed at enhancing the knowledge, skills, and competencies of public servants. For instance, the National Institute for Policy and Strategic Studies (NIPSS) is a prestigious policy research and training institution in Nigeria. It offers high-level capacity building programmes, including the Senior Executive Course (SEC), which targets senior public servants, military officers, and private sector executives (NIPSS, n.d.). The SEC focuses on strategic management, leadership, and policy analysis, contributing to the capacity development of public servants in Nigeria.

Administrative Staff College of Nigeria (ASCON) is a renowned institution that specializes in training and capacity building for public servants. It provides a wide range of training programmes targeting different levels of public service personnel, including administrators, middle managers, and senior executives. ASCON's training covers various disciplines, such as public administration, financial management, human resource management, and project management (ASCON). The Public Service Institute of Nigeria (PSIN) is an agency under the Office of the Head of Civil Service of the Federation in Nigeria. It is responsible for providing training, research, and consultancy services to enhance the capacity of public servants. The Public Service Institute of Nigeria offers both residential and non-residential training programmes on various topics such as leadership development, policy formulation, public sector reforms, and ethics (PSIN, n.d.).

The Nigeria Institute of Management (NIM) is a professional body that promotes management excellence and capacity building in Nigeria. It offers certification programmes, workshops, and seminars for public service managers and professionals across different sectors. NIM's programmes cover areas such as strategic management, organizational development, and leadership (NIM, n.d.). Some Nigerian Universities and other tertiary institutions also contribute to capacity building in the public service through academic programmes, research, and training. Many universities offer degree programmes in public administration, public policy, and related fields that equip individuals with the necessary knowledge and skills for public service roles. Universities are set up to support national man-power development in academic and professional courses (Ibor, 2021). These institutions, along with government departments and agencies, form a comprehensive network for capacity building in the Nigerian public service. They collaborate, develop curricula, and deliver training programmes

to enhance the capabilities of public servants and contribute to the overall development of the public service sector in Nigeria

Capacity building programmes provide public servants the opportunities to acquire new skills, knowledge and competences that are relevant to their job roles. They help employees to adapt to changing demands in their job requirements; they also help them to be flexible in certain situations (Nebo et al., 2016). Capacity building programmes and initiatives help to enhance work processes and increase efficiency (Gupta et al, 2021). It has been observed that capacity building programmes often promote adaptability and agility in response to a changing work environment.

Concept of Job Performance

Job Performance relates to the extent to which employees carry out their duties effectively and efficiently. Job performance is usually impacted by factors such as physically demanding tasks, employee morale and stress levels.

Job performance can be defined as behaviours or activities that are performed towards accomplishing the parastatals objectives (motowidlo & Kell, 2012). Job performance is the result of an employee's motivation and ability, and how he/she adapts to the situational constraints and the uncongenial environment. Gbenga, 2021 also posited that workers who are motivated contribute positively to organizational performance. Stup (2003) stated that many factors could influence the workers job performance including equipment, physical work environment, meaningful work, standard operating procedures, reward for good or bad system, performance expectancy, feedback on performance, knowledge, skills and attitudes. These aforementioned factors have considerable effects on employee job performance and delivery process. There are two specific ways job performance can be measured in this research work. These include task performance and contextual performance.

Task Performance

Task performance in the Nigerian public service refers to the extent to which employees effectively carry out their assigned job duties and responsibilities. It involves the successful completion of specific tasks and activities that contribute to the achievement of organizational goals. Task performance is crucial for the efficient delivery of public services and the overall performance of government agencies. Task performance is influenced by the clarity of roles and responsibilities assigned to employees. When employees have a clear understanding of their job expectations, they are more likely to perform their tasks effectively (Unegbu et al., 2023). However, task performance is done in line with policies of ethical practice in the organization.

The possession of the necessary skills and competencies is essential for task performance. Employees in the public service need to have the requisite knowledge, abilities, and technical skills to carry out their tasks efficiently (Ikeije et al., 2018). Adequate availability of resources, such as funding, infrastructure, technology, and tools, is crucial for effective task performance. Insufficient resources can hinder employees' ability to perform their tasks optimally. Effective supervision and support from managers and supervisors play a significant role in enhancing task performance. Supervisors who provide guidance, feedback, and support to their subordinates contribute to improved task performance.

Motivation plays a vital role in task performance. Incentives, rewards, recognition, and career development opportunities can enhance employees' motivation and drive to perform their

tasks effectively (Ogunmakin, 2023). Regular performance evaluations and constructive feedback are essential for improving task performance. Through performance assessments, strengths and areas for improvement can be identified, enabling employees to enhance their task performance.

Contextual Performance

Contextual performance, also known as extra-role behavior or organizational citizenship behavior (OCB), refers to voluntary actions and behaviors that go beyond the formal requirements of an employee's job description and contribute to the overall functioning and effectiveness of an organization. Contextual performance involves behaviors such as helping others, volunteering for additional tasks, supporting colleagues, and displaying organizational loyalty. These behaviors are discretionary in nature and not explicitly rewarded or mandated by the organization. Contextual performance is a valuable aspect of job performance as it contributes to the social and psychological environment of the workplace, promotes teamwork and cooperation, and enhances organizational effectiveness (Podsakoff et al., 2009). Research has shown that employees who engage in higher levels of contextual performance tend to experience higher job satisfaction, organizational commitment, and performance ratings in the organization (Bolino et al., 2002). There are different dimensions or facets of contextual performance, including altruism (helping others), conscientiousness (being dependable and responsible), sportsmanship (tolerance for inconveniences and setbacks), courtesy (being polite and respectful), and civic virtue: engaging in organizational activities beyond formal job requirements (Organ, 1988). These dimensions' capture different aspects of contextual performance and highlight the varied ways in which employees can contribute to the organization. However, there can be challenges in fostering high levels of contextual performance, such as role ambiguity, job stress, and lack of organizational support to employees (LePine et al., 2002). Organizations need to create a supportive work environment, provide clear expectations and resources, and recognize and reward employees' efforts in order to encourage and sustain contextual performance.

Contextual performance is an important aspect of job performance as it encompasses actions by employees that are helpful and supportive in nature which contribute to the overall efficiency and attainment of objectives of the organization. While employee have their specific assigned job roles, the organization has different departments or units that need to function as one, therefore teamwork, cross-sectional functions and the need to have a unified work culture usually present opportunities for staff members to collaborate and work together for the success of the organization. It is within these expectations that employees usually demonstrate a strong commitment to the success and survival of the organization.

Capacity Building and Employee Performance

A study by Hassan et al. (2021) investigated the relationship between capacity building and employees' performance in Dr. Musa Agwai Polytechnic, Lafia. A descriptive research design was used in their study; capacity building dimensions are training and education while employee productivity was used as the measure. Karl Pearson correlation coefficient was used to analyze data. The findings showed that there are positive and significant relationships between training, education and productivity (Task Performance) in the institution. Capacity building programmes lead to better ethical conduct that promotes better task performance in the organization. Ugwu et al. (2021) noted that training; development and mentoring on ethical principles, values and standards contribute positively to ethical conduct in the organization. Capacity building initiatives provide employees with training and education on ethical principles, values, and standards (Ugwu et al., 2021). Erodogan and Demirhan

investigated the relationship between leadership capacity and organizational citizenship behaviours amongst teachers in educational institution. The population of the study consisted of 4025 teachers. Linear regression and Pearson's correlation analysis were used to analyze data. The findings showed that there is a positive significant relationship between perceptions of leadership capacity and organizational citizenship behavior, indicating that capacity building for staff in leadership skills is important as they progress in service.

Ogunnaike et al. (2021) investigated the relationship between capacity building and employee performance in Nigerian public organizations. Their findings showed that capacity building impacts positively on contextual performance, resulting in teamwork and collaboration at work. The impact of capacity building on contextual performance in Nigeria is significant, as it enhances employees' ability to contribute effectively to the broader organizational context and achieve optimal performance. Through capacity building, employees have a sense of togetherness and team work; from various capacity building programmes they have been involved in, there is better empathy and support towards one another. Capacity building programs often emphasize collaboration and teamwork skills. Capacity building initiatives provide employees with the knowledge and skills necessary to adapt to changing work environments and demands (Moses et al., 2019).

Theoretical Review

The theoretical framework for this study is based on the human capital theory and the goal setting theory. The goal setting theory (Lock, 1977) as explained by Mulievi and Egassa (2021) asserts that setting goals with employees is specifically linked to task performance in the organization. Organizations can take advantage of this theory through training and development to build the competence of its workforce. On the other hand, the human capital theory posits that an educated workforce is a productive workforce. Becker (1964) who propounded the theory posits that human capital is a stock of knowledge, skills and abilities embedded in an individual that result from natural endowment and subsequent investment in education, training and experience.

Methodology

The method used for data collection is primarily secondary data through the study of textbooks, journals and articles written by other researchers and publishers. However, the researcher also conducted an interview of thirty (30) persons to get a first-hand information about the opinion on the relevance of capacity building to employee job performance in the public organization in Bayelsa State.

Conclusion

From the secondary data available in other literature and empirical review, the study concludes that capacity building correlates positively with employee job performance in the organization.

Recommendations

The study from its findings makes the following recommendations:

1. Government should encourage capacity building initiatives and programmes through timely release of funds to affected government public organizations.
2. Staff members due for training and development should be selected without prejudice or bias when the need arises.
3. Employees who are sponsored to any capacity building programme should be compensated in terms of allowances arising from such initiatives.

4. Public organizations should ensure that employees who benefit from capacity building programmes are optimized to contribute to the achievement of set goals of the organization.
5. Government should continually create the right working environment and provide logistics and equipment needed for employees to deliver on the job.

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