



FUDMA International Journal of Social Sciences (FUDIJOSS)

Vol. 5, No. 2, September, 2025

ISSN: 2735-9522 (Print) ISSN :2735-9530 (Online)



**FUDMA
International
Journal of
Social Sciences
(FUDIJOSS),
Volume 5, No. 2, September, 2025**

**A Publication of
The Faculty of Social
Sciences, Federal
University Dutsin-Ma,
Katsina State,
Nigeria**

**ISSN: 2735-9522 (Print)
2735-9530 (Online)**



EDITORIAL BOARD

Editor-in-Chief:

Prof. Martins Iyoboyi

Editor:

Dr. Abdulsalam A. Sikiru

Managing Editor:

Dr. Isaac I. Akuva

Business Editor:

Dr. Badiru Abdulahi

Associate Editor:

Prof. Saifullahi Ibrahim Sani

Associate Editor:

Dr. Anifat Abdurraheem

Associate Editor:

Dr. Bem Elijah Tativ

Editorial Secretary:

Dr. Simon O. Obadahun

ADVISORY BOARD

Prof. Dejo Abdulrahman (Usmanu Danfodiyo University, Sokoto, Nigeria)

Prof. A.O. Olutayo (University of Ibadan, Nigeria)

Prof. Jacob I. Yecho (Federal University Dutsin-Ma Katsina State Nigeria)

Prof. Daud Mustafa (Federal University Dutsin-Ma Katsina State Nigeria)

Prof. Mary Agbo (Federal University Dutsin-Ma Katsina State Nigeria)

Prof. Adagba Okpaga (Benue State University, Nigeria)

Prof. Adejo Odo (Ahmadu Bello University, Zaria, Nigeria)

Prof. Rhoda Mundi (University of Abuja, Nigeria)

Prof. Marlize Rabe (University of South Africa, Pretoria, South Africa)

Prof. Alo Olubunmi (Federal University Wukari, Nigeria)

Prof. Chika Umar Aliyu (Usmanu Danfodiyo University, Sokoto, Nigeria)

Prof. Muhammad Sani Badayi (Bayero University, Kano, Nigeria)

Prof. Muhammad M. Usman (Ahmadu Bello University, Zaria, Nigeria)

Prof. P.A.O. Odjugo (University of Benin, Nigeria)

Prof. M. Mamman (Ahmadu Bello University, Zaria, Nigeria)

Prof. E.O. Iguisi (Ahmadu Bello University Zaria, Nigeria)

Prof. Aloysius Okolie (University of Nigeria, Nsuka, Nigeria)

Prof. Dung Pam Sha (University of Jos, Nigeria)

Prof. A/Razak Nor Azam (Universiti Utara, Malaysia)

Prof. A/Razak Na'Allah (University of Abuja, Nigeria)

Prof. B. Tanimu (Ahmadu Bello University, Zaria, Nigeria)

Prof. A. Jacob (Ahmadu Bello University, Zaria, Nigeria)



EDITORIAL AIM

FUDMA International Journal of Social Sciences (FUDIJOSS) is a bi-annual journal published by the Faculty of Social Sciences, Federal University Dutsin-Ma, Katsina State, Nigeria. FUDIJOSS is intended for scholars who wish to report results of completed or ongoing research, book review, review of the literature and discussions of theoretical issues or policy in all areas of Economics, Geography, Regional Planning, Political Sciences, Sociology, Demography, Gender Studies, and Management Sciences. Therefore, the primary objective of this journal is to provide a forum for the exchange of ideas across disciplines and academic orientations in the social sciences, and other related disciplines.

EDITORIAL POLICY

Manuscripts submitted for publication in FUDIJOSS are considered on the understanding that they are not under consideration for publication elsewhere, and have not already been published. The publishers of FUDIJOSS do not accept responsibility for the accuracy of the data presented in the articles or any consequences that may arise from their use. Opinions expressed in articles published by FUDIJOSS are solely those of the authors.

AUTHOR GUIDELINES

Submission to FUDMA International Journal of Social Sciences (FUDIJOSS)

Articles submitted to FUDIJOSS should be written in English Language (a consistent use of US or UK grammar and spelling) and should normally be between three thousand (3,000) to eight thousand (8,000) words (including all elements, abstract, references). If English is not the author's mother tongue, please arrange proofreading by a native English speaker before submission. Submitted manuscripts should contain a concise and informative title; the name(s) of the author(s); the affiliation(s) and address(es) of the author(s); the e-mail address and telephone number(s) of the corresponding author. Contributions are received with the understanding that they comprise of original, unpublished material and have not been submitted/considered for publication elsewhere. All submissions should be sent electronically as email attachment to fudijoss@gmail.com. Submissions must be accompanied with evidence of payment of an assessment fee of ₦10,000 or 25 (USD). Manuscripts are accepted throughout the year.

Abstract

A concise abstract of not more than two hundred and fifty (250) words and to be followed immediately by four to six (4-6) keywords which should not be a repetition of the title. The abstract should not contain any undefined abbreviations or unspecified references.

Text

Manuscripts should be typed, double spaced in MS Word for Windows format, font size 12, Times New Roman with 2.5cm margins, and organized under appropriate section headings. All headings should be placed on the left-hand side of the text. All figures, tables, etc. should be inserted at the appropriate locations in the text. Only three levels of headings are accepted in the text. All measurements should be given in metric units. Acknowledgements may be made briefly just before the list of references only on the revised final manuscript.



Tables and Figures

- a. All illustrations other than tables are to be numbered consecutively as Figures (e.g. graphs, drawing and photographs) using Arabic numerals.
- b. Photographs and other illustrations will be reproduced in black and white unless otherwise agreed with the editors. Only online versions of the article will appear in colour.
- c. All Figures and Tables are to be referred to in the text by their number.

Citations in Text

Cited references in the text are to be cited in the text using the surname(s) of the author(s) followed by the year of publication of the work referred to, for example: Mustafa (2019), (Ati, 2016), (Dimas & Akuva, 2020) or for references to page (Mustafa, 2020, p. 15). In case of more than two authors use name of first author followed by "*et al.*" (Yecho *et al.*, 2017). If several works are cited, they should be organized chronologically, starting with the oldest work.

References: Use the American Psychological Association (APA) Style General Guide

The items in the reference list should be presented alphabetically with the last name of the author, followed by the author's initials.

Books

Abdulsalam A. Sikiru (2022) Research methods in Economic and Social Science, Lexington Printing Press, California, USA.

Obadahun O. Simon (2024) The Basics of Administration and Politics, ABU Press, Zaria, Kaduna State.

Badiru Abdulahi (2024) Introduction to Economics, Longman, London, UK.

Edited Book

McDowell, L. & Sharp, J. P. (Eds.) (1999). *A feminist glossary of human geography*. New York, NY: Oxford University Press.

Book Chapter

Abaje, I. B., Ati, O. F. & Iguisi, E. O. (2012). Changing Climatic Scenarios and Strategies for Drought Adaptation and Mitigation in the Sudano-Sahelian Ecological Zone of Nigeria. In Iliya, M. A., & Dankani, I. M. (Eds). *Climate Change and Sustainable Development in Nigeria* (pp 99– 121). Ibadan: Crown F. Publishers.

Journal Articles

Dimas, G. & Akuva, I. I. (2020). Leadership styles of Nelson Mandela as a pattern for African leaders. *Covenant University International Journal of Politics and International Affairs*, 8(1), 49-64.



Journal Article Accessed Online

Bayer, J. (2010). Customer segmentation in the telecommunications industry. *Journal of Database Marketing & Customer Strategy Management*, 17, 247 – 256. doi: 10.1057/dbm.2010.21

Corporate Author

Institute of Chartered Accountants in Australia. (2004). *AASB standards for 2005: equivalents to IFRSs as at August 2004*. Sydney, Australia: Pearson Education.

All correspondences and enquiries should be directed to: The Editor-in-Chief
FUDMA International Journal of Social Sciences Faculty of Social Sciences
Federal University Dutsin-Ma, Katsina State, Nigeria Email: fudijoss@gmail.com

Publication Fee

Publication fee is ₦30,000 or 150 (USD).

Subscriptions and Marketing

Three issues of FUDIJOSS would be published per year, in April, September and December, by the Faculty of Social Sciences, Federal University Dutsin-Ma, Katsina State, Nigeria.

Annual subscriptions (2023): Nigeria, ₦10,000 (Individuals), ₦15,000 (Institutions).

Outside, 35 (USD) (Individuals); 100 (USD) (Institutions).

Single Issues (2023): Nigeria ₦5,000 (Individuals) ₦8,000 (Institutions). Outside, 25 (USD) (Individuals); 65 (USD) (Institutions).

For advertising and other marketing details, contact:

The Business Editor

FUDMA International Journal of Social Sciences Faculty of Social Sciences

Federal University Dutsin-Ma, Katsina State, Nigeria Email: fudijoss@gmail.com



Human Capital Development And Employee Organisational Effectiveness In Ibadan South-East Local Government Area, Ibadan, Oyo State, Nigeria

OLAWOYIN Mustapha Adeyemi¹, PhD

Department of Public Administration, Lead City University, Ibadan, Nigeria

OKUNOLA Bamanosi Praise²

Department of Economics and Development Studies,

Federal University Dutsin-Ma, Katsina, Nigeria

Corresponding Author: ayobamimusty@gmail.com/adeyemi.mustapha@lcu.edu.ng

Abstract

The impact of Human Capital Development (HCD) on the organizational effectiveness of employees in Ibadan South East Local Government, Oyo State, Nigeria was examined by the study. The skills, knowledge, and competencies of employees in relation to job effectiveness within the organization were enhanced by the level of human capital development initiatives. To interrogate this discourse, the study employed a descriptive research design. 112 employees from the Ibadan South East Local Government were randomly selected for the study. The study collected data using a well-structured questionnaire, with a Cronbach's alpha coefficient of 0.904. SPSS version 29 was used for the data analysis. Descriptive statistics and inferential tools such as regression analysis and ANOVA were employed to test the relationship between HCD and employee effectiveness. A positive correlation ($R = 0.778$) between human capital development, Capacity-Building Programs ($R = 0.725$), and employee effectiveness. The study revealed that both human capital development, Training, and Capacity-Building Programs significantly influence employee effectiveness with a p -value of 0.000. Several barriers to effective HCD implementation identified by the study are: financial constraints (56.2%), infrastructure challenges (18.8%), and staffing issues (15.7%). The paper is grounded in the theory of human capital development, providing a systematic explanation of the work. As such, the study recommends allocation of adequate budgets for training and HCD programs. The study also called for the development of comprehensive training schedules, improvement in workplace facilities, and recruitment of staff to vacant offices to deter burnout. Also, an effective communication system and logistics mechanism are necessary for the smooth implementation of human capital development initiatives.

Keywords: Human Capital Development, Effectiveness, Employees, Training, Challenges

Introduction

Human capital development manages and enhances employees' skills, knowledge, and competencies via training, capacity-building, and leadership initiatives to augment organisational efficiency. Such skills and knowledge are acquired through formal education, workshops, and professional training. Research conducted in the Ojo Local Government area of Lagos State highlights that establishing a supportive work environment with equitable compensation and advancement possibilities substantially improves employee motivation and performance (Ajulor et al., 2021). A vital technique is on-the-job training and capacity building, which allows individuals to get practical experience during their employment. This style enhances efficiency in local governance, allowing conformity to designated positions among council members. Health and wellness campaigns are also vital for human capital development. Routine health assessments, wellness workshops, and lifestyle support ideas are quintessential for productivity (Peña, Andrade, María Muñoz, & Barba-Sánchez, 2024). The

Gombe State Agency for Community and Social Development aimed to improve social and environmental infrastructure, hence augmenting local governments' capacity to address community needs. These projects enhance local governance by empowering residents through skills learning and involvement in development planning (Bappi, Singh, & Dahiru, 2017).

The existing research indicates that effectiveness and productivity are enhanced by well-structured training. In a study conducted in Uganda's Bukeda District, training was positively linked to employee performance. Local governments can develop a more skilled workforce capable of delivering high-quality services to the public by providing workers with new skills and knowledge. This study highlighted the importance of ongoing professional development as a key component in promoting good governance at the local level (Apolot et al., 2024). In Nigeria, the study also found that 'training and retraining activities' boost workforce development and result in more efficient service delivery. Regular training helps personnel adapt to changing policies, technology, and administrative processes, leading to better governance and more effective public services (Akaba & Osamuyi, 2022). Research in the Magu District Council, Tanzania, has shown that training initiatives improve employees' technical skills and influence their attitudes and behaviors. Professional development support programs increase employee commitment, enhance job satisfaction, and promote better employee performance (Magese, 2023).

Statement of Problem

Fiscal support has continued to drive the development of human capital in all sectors of society. In Nigeria, local government administration has continued to be hampered by the limited funds available to the administration of this branch of governance. Results of Inadequate resources, inadequate infrastructure, ineffective training programs, and a deficiency of key materials for skill acquisition. The effect of HCD activities is frequently negligible, resulting in underserved communities and constraining the overall advancement of local development (Ifejika, 2017). Corruption also undermines human capital development in local governments in Nigeria, as the budget allocated for this purpose is misappropriated and diverted for personal aggrandizement. The resultant effects of this financial recklessness are delays and neglect of human capital development programs. The absence of openness and accountability in local government frameworks has hindered the monitoring of cash allocation, eroding public trust in HCD programs (Alani & Isola, 2009). Alani & Isola (2009) recognise brain drain as a significant concern, wherein talented individuals in health, education, and administration relocate from local government regions to urban areas or abroad in pursuit of enhanced possibilities. Considered among the obstacles to an efficient human capital development program is the volatile nature of local government politics, which is not yet well protected by the Nigerian political institution, and has continued to place leadership of local governments in Nigeria under the watch and mercy of the government in power. The weakness of this institution undermines the continuity of any progressive initiatives.

Each administration frequently initiates new programs while discarding prior ones, resulting in disjointed efforts that do not produce enduring outcomes. The absence of consistency hinders HCD programs from realising their full potential and deters investment in long-term workforce development (Nwachukwu & Atigwe, 2019). Local governments' limited institutional capacity hinders effective planning, administration, and monitoring of Human Capital Development (HCD) initiatives due to insufficient frameworks, personnel, and technical resources. Enhancing institutional capacity through training and strategic alliances is crucial (Ekeyi, 2024). Hence, the study assesses the impacts of human capital development on effectiveness of employees of Ibadan South East Local Government; in addition, training, capacity building,

and leadership development programs on service delivery at the local government level was also examined; furthermore, the study identified the key challenges and barriers affecting the successful implementation of HCD initiatives in local governments employees in Ibadan South East.

Objectives of the Study

To examine the role of human capital development (HCD) in enhancing the effectiveness of employees in local government administration in Ibadan South East.

To assess whether capacity-building programs influence the effectiveness of employees of the Ibadan South East Local Government.

To identify the key challenges and barriers affecting the successful implementation of HCD initiatives in local governments in Ibadan South East.

Research Questions

- i. How does human capital development influence the effectiveness of employees in local government administration?
- ii. Do capacity-building programs influence the effectiveness of employees of Ibadan South East Local Government?
- iii. What challenges impede the success of HCD initiatives?

Literature Review

The viability of human resource management styles in enhancing organizational productivity was affirmed in a study conducted by Okon, R., Odionu, C. S., & Bristol-Alagbariya, B. (2024). According to the study, human resource management paradigms, about employee recruiting, remuneration models, and participatory decision-making, optimize operational effectiveness. Training and mentorship, which is an aspect of the Human capital development mechanism, also impacts organizational efficiency. Their research indicated that results like labour engagement and client satisfaction directly stem from the execution of human capital development strategies. Okoh, J. I., Oyeranmi, A. O., Adamu, M. A., & Agbadua, O. B. (2022). investigated the impact of human capital development on corporate productivity in the manufacturing sector of South-East Nigeria. Their assumptions were evaluated using an F-statistic (ANOVA), which also suggests that knowledge translates to product quality. Likewise, skill development maintained a substantial link with promoting innovation. The study highlighted that companies without a continuous learning culture (characterized by the acquisition, refinement, dissemination, and application of knowledge) will have difficulties in sustaining a competitive advantage in the global market. Zhou, L. L., Ayegba, J. O., Ayegba, E. O., Ayegba, P. M., & Jie, Z. X. (2021). evaluated the relationship between human capital development and business growth in the food, beverage, and tobacco sector of Lagos State. The application of Pearson's correlation coefficient to evaluate their hypothesis revealed a significant association between human capital development and organisational productivity.

The study by Kareem (2019) conducted in Iraqi public universities concludes that human resource development has a significant influence on institutional productivity. The study areas considered by the study focused on talent development, workforce training, organizational progress, and career growth. Wilson and Asiegbu (2020) investigated the influence of human capital on the administration of the Emohua Local Government Council in Rivers State. Their findings demonstrate that efficient human capital development substantially enhances administrative systems and overall productivity. They promote ways to improve the workforce via education and skill development. Ajulor et al. (2021) conducted a study titled "Human



Capital Development and Service Delivery: A Study of Ojo Local Government, Lagos, Nigeria," which demonstrated that the neglect of human capital development results in inadequate service delivery within local governments. It was also revealed that human capital development programs improve organizational performance (Ofuoma et. al., 2021).

Theoretical Framework

Theory of Human Capital

The 1960s saw the development of human capital theory by Gary Becker and Theodore Shultz. The theory is based on the potential for humans to invest in themselves. It suggests that investing in human capital boosts productivity, innovation, and economic growth. It also argues that education and professional development can improve individuals' skills. The theory assumes that such investments lead to greater efficiency, innovation, and overall workplace performance. Furthermore, it stresses that education is key in developing human capital, starting early in life and continuing through organized academic and vocational paths. Education plays a vital role in enhancing human capital by equipping individuals with relevant knowledge and skills, thereby promoting economic progress (Petchko, 2018).

Methodology

This study investigates the impact of Human Capital Development (HCD) on employee effectiveness in the Ibadan South East Local Government Area. The research focuses on three main questions: how HCD influences employee effectiveness, whether capacity-building programs improve local government staff performance, and the major challenges affecting the successful implementation of HCD initiatives. A descriptive research design was adopted for the study. The design aims to interpret the present state of human capital development practices, examining their effects on employee effectiveness. Primary and secondary data were collected. Questionnaires, consisting of 112 in sample size, were randomly administered to employees of the Ibadan South East Local Government. The structured questionnaire measured employee perception of HCD practices and their effect on effectiveness. Employing Cronbach's alpha for the reliability test, the study achieved a coefficient of 0.904. Validity was established through content and face validity reviews with academic experts and field practitioners in public administration and human resource development. The study was anchored on SPSS version 29 to analyse the data, with descriptive statistics summarized and inferential statistics, particularly regression analysis, used to test the strength and direction of relationships between HCD and employee effectiveness. The statistical influence of the model was tested using ANOVA.

FINDINGS

How does human capital development influence the effectiveness of employees in local government administration?

Table 1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.778 ^a	.606	.599	1.48151	.606	84.513	2	109	.000

a. Predictors: (Constant), Influence of Human Capital Development on the Effectiveness of Employees of Ibadan South East Local Government

Table 2: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	185.493	2	185.493	84.513	.000 ^b
	Residual	120.717	110	2.195		
	Total	306.210	112			

a. Dependent Variable: Effectiveness of Training and Capacity-Building Programs

b. Predictors: (Constant), Influence of Human Capital Development on Employee Effectiveness

Table 3: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.085	.845		-.100	.921
	Human Capital Development	.522	.057	.778	9.193	.000

a. Dependent Variable: Effectiveness of Training and Capacity-Building Programs

A significant correlation between human capital development and employee effectiveness was analysed in the regression analysis. The correlation coefficient (R) of 0.778 denotes a clear relationship between the variables. The R Square score of 0.606 indicates that human capital development accounts for 60.6% of the variance in employee performance. Over fifty percent of the enhancements noted in employee performance can be attributed to activities concerning human capital development. The adjusted R² (0.599) further substantiates the model reliability, hence highlighting the essential importance of investments in training, education, and personnel development in improving organisational performance within the local government system.

The ANOVA results in Table 2, alongside the model summary, corroborate the statistical significance of the model. The F-statistic (84.513) and the corresponding p-value (.000) affirm that the correlation between human capital development and employee effectiveness is statistically significant. This indicates that the regression model accurately represents the data and that human capital development is a clear predictor of variances in the efficacy of training and capacity-building initiatives. The unstandardised coefficient (B) for human capital development (0.522) further validates the findings of the table. The t-value of 9.193 and the significance level of 0.000 indicate a high importance of human capital development and employee effectiveness. The substantial beta value further substantiates that human capital

development is a primary determinant of worker efficiency.

These empirical results correspond with several studies referenced in the literature review. Research indicates that structured human capital development initiatives markedly improve staff performance and service delivery in public institutions. A research study conducted in the Bukedea district of Uganda revealed a positive correlation between training programs and job performance, a transformational effect on personnel development, and public service delivery (Apolot et al., 2024). In the Oredo local government area of Edo State, training and retraining programs were observed to promote workforce development and improve governance results (Akaba & Osamuyi, 2022). In addition, the findings of Wilson and Asiegbu (2020), conducted in Emohua Local Government Council, revealed that technical expertise and ongoing education awareness resulted in enhanced administrative processes, thereby corroborating the results of the present study. The findings of the current study indicate that when employees possess the appropriate knowledge and resources through ongoing development programs, their ability to perform jobs effectively significantly enhances.

The results also corroborate the assumptions of Human Capital Theory, which indicate that individuals are vital elements whose productivity can be enhanced through education, training, and health interventions. This assumption postulates that substantial returns through expenditure on human capital development enhance performance (Becker, 1975; Petchko, 2018). This theoretical framework explains why the model in this study confirmed a significant percentage of the variance in employee performance. Local governments enhance workforce competence and confidence by investing in training workshops, leadership development, and technical education.

Research Question 2: Do capacity-building programs influence the effectiveness of employees of Ibadan South East Local Government?

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.725 ^a	.526	.517	1.62519	.526	60.935	2	110	.000

a. Predictors: (Constant), Training and Capacity-Building Programs in Ibadan South East Local Government

Table 5: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	160.943	2	160.943	60.935	.000 ^b
	Residual	145.268	110	2.641		
	Total	306.211	112			

a. Dependent Variable: Effectiveness of Training and Capacity-Building Programs

b. Predictors: (Constant), Training and Capacity-Building Programs in Ibadan South East Local Government

Table 6: Coefficients^a

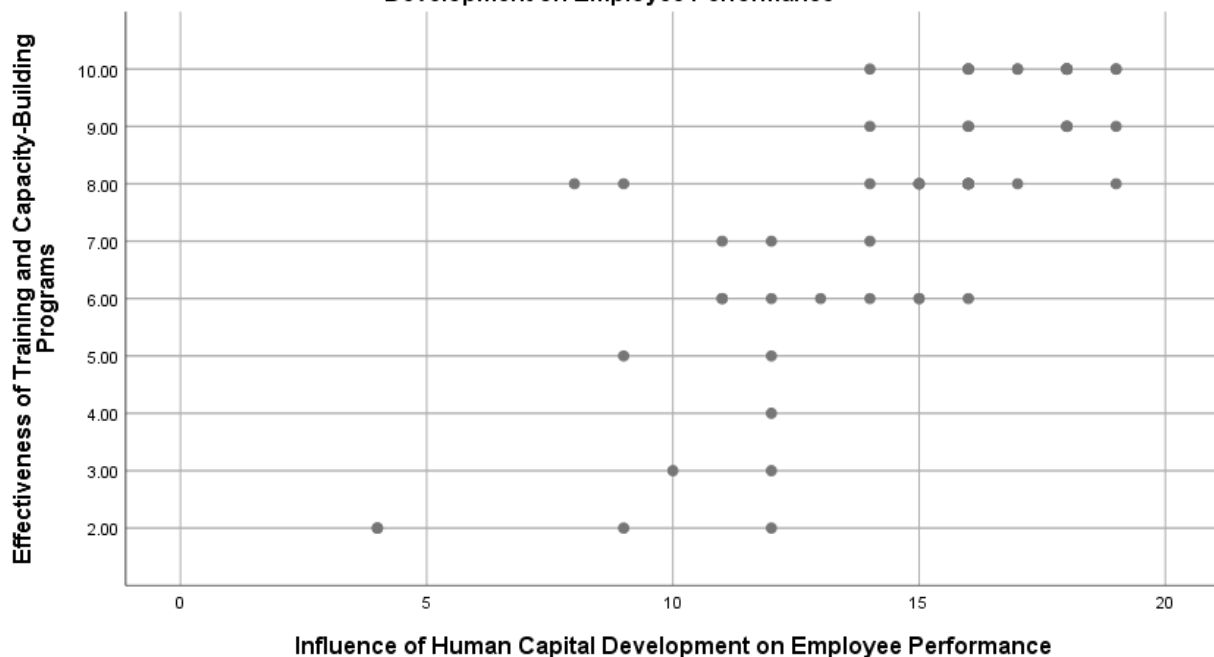
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.417	.929		.449	.655
	Training and Capacity-Building Programs in Ibadan South East Local Government	.470	.060	.725	7.806	.000

a. Dependent Variable: Effectiveness of Training and Capacity-Building Programs

The significant impact of capacity building on employee effectiveness in Ibadan South East Local Government was revealed above. A significant correlation was revealed through the model summary with an R value of 0.725, demonstrating a strong and positive correlation between training and capacity-building programs and employee effectiveness. There is a 52.6% variation in employee effectiveness, as indicated by the R^2 value of 0.526. The regression model is statistically significant at an F-value of 60.935 and a p-value of 0.000. The coefficients table supports the significance of the predictor variable. The substandardised coefficient ($B = 0.470$) indicates that each unit increase in training and capacity-building correlates with an approximate improvement of half a point in employee effectiveness.

Again, a standardised beta coefficient of 0.725, t-value of 7.806, and a p-value of 0.000. In relation to the statistical findings of the study, which support the idea that strategic investment in training initiatives enhances the effectiveness of local government employees. The findings corroborate those of Ajulor et al. (2021), Wilson & Asiegbu (2020), and Becker (1975). The study by Ajulor et al. conducted in Ojo Local Government revealed that a lack of focus on human capital development led to inadequate service delivery. Wilson & Asiegbu also highlighted the importance of technical training to administrative efficiency. In addition, the assumptions of human capital theory stand as a foundational bedrock for human capital development as postulated by Becker.

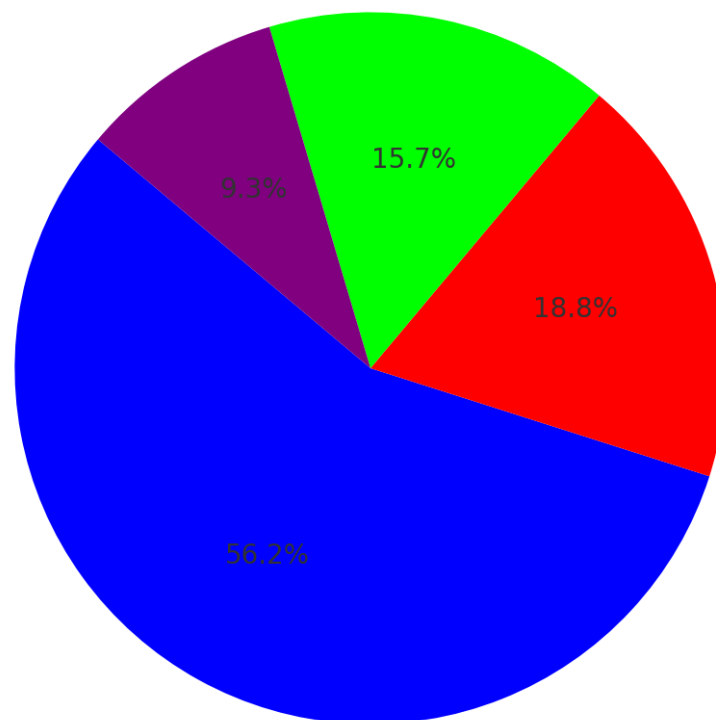
Simple Scatter of Effectiveness of Training and Capacity-Building Programs by Influence of Human Capital Development on Employee Performance



A positive relationship between human capital development and the effectiveness of training programs was revealed in the scatter plot above. As the perceived influence of human capital development on employee performance increases, the effectiveness of training also tends to improve. The Upper quantile witnessed the clustering of the most data. Statistically, though, the insignificant outliers revealed some challenges faced in implementing the programmes.

What are the major challenges hindering the successful implementation of HCD initiatives?

Figure 7: Challenges Face Regarding Access to Training and Human Capital Development



Field Work, 2025

The pie chart above shows the responses of 32 respondents on the challenges hindering the successful implementation of human capital development (HCD) initiatives in Ibadan South East Local Government. The four major challenges identified were financial and resource concerns (56.2%); infrastructure and facility challenges (18.8%); staff and development issues (15.7% &); and communication and logistics challenges (9.3%). As stated above, variables such as financial and resource concerns are impacting the effectiveness and the successful implementation of HCD initiatives. Lack of financial support is identified as a major challenge that constrains the ability to fund training programs. The high financial expenses associated with training programs are a setback for the organization's employee training. This is also compounded by inadequate training materials, which further impede the quality of training initiatives. As stated by Ekeyi (2024), these impediments can lead to poor planning and weak oversight, hindering the success of human capital initiatives.

Infrastructure challenges also significantly influence human capital development initiatives in the form of a lack of an expansive training environment. There is also evidence of infrastructural decay, affecting the quality of available facilities for enhancing potential. These

conditions are symptomatic of underinvestment in workplace facilities, as supported by Ajulor et. al. (2021), who emphasized that a conducive work environment is integral to human capital growth and employee motivation.

However, staff and development issues also raise a serious concern for HCD initiatives. The capacity to function effectively is also limited by inadequate staffing, coupled with the absence of staff development programs, leading to insufficient opportunities for employees to self-develop. Lackluster and lukewarm management attitudes have contributed to low training enthusiasm due to the lack of structured development programs. The submissions of Akaba & Osamuyi (2022) argued that the importance of sufficient funding for both training logistics and materials buttressed the points raised above. Another critical issue of concern is communication and logistics. Lack of effective communication leads to mistrust and misinformed employees. Logistics is highly essential to organizing and coordinating training and development initiatives. The absence of these factors complicates the overall effective organization performance. According to Magese (2023), well-planned developmental initiatives increase staff efficiency. On the contrary, a lack of it leads to disengagement.

Conclusion And Recommendations

The impact of human capital development (HCD) on organisational effectiveness in Ibadan South East Local Government was examined by the study. The study revealed a significant influence of training and capacity development on the effectiveness of employees. Several implementation challenges identified were financial, infrastructural, staffing, logistics, and communication. These challenges unarguably affect the ability to develop and successfully implement training and human capacity development programs. Therefore, a holistic and systematic approach is needed to tackle the challenges. This requires a commitment from government stakeholders to prioritise workforce development through sustained funding, strategic planning, transparent implementation, and fostering a culture of continuous learning. As such, adequate budget provision should be made for continuous employee training and human capital development programs. Also, a comprehensive annual training schedule should be incorporated into the organization's yearly event tasks. Physical training and development facilities and infrastructure should be renovated or replaced to promote employees' effective performance within the organisation. And functional power supply, comfortable seating, clean restrooms, and digital tools for hybrid learning. Recruitment exercises should be a continuous program for employees to prevent staff burnout due to stress. Lastly, the effectiveness of a good communication and logistics system in an organization cannot be downplayed; as such, to ensure timely and clear dissemination of communications, internal communication systems should be improved.



References

- Ajulor, O., & Salami, A., & Ibikunle, B. (2021). Human Capital Development and Service Delivery: A Study of Ojo Local Government, Lagos, Nigeria. *International Journal of Multidisciplinary Research Review*. 3. 33-39.
- Wilson, G., & Asiegbu, O. (2020). *Human capital development and local government administration: A case of Emohua Local Government Council of Rivers State, Nigeria*. ResearchGate. Retrieved from https://www.researchgate.net/publication/366275748_Human_Capital_Development_and_Local_Government_Administration_A_Case_of_Emohua_Local_Government_Council_of_Rivers_State_Nigeria
- Alani, R. A., & Isola, W. A. (2009). Human capital development in Nigeria. *Economics and Organization of Enterprise*, 5(3), 58–71. <https://doi.org/10.2478/v10061-010-0023-4>
- Bappi, U., Singh, D. & Dahiru, K. (2017). Issues and Challenges of Community Development in Nigeria: An Assessment of Gombe State Agency for Community and Social Development Project (GSA-CSDP). *AGU International Journal of Research in Social Sciences & Humanities* (AGUIJRSSH), 5. 408-423.
- Wilson G., & Asiegbu I. V. (2020). Human Capital Development and Local Government Administration: A Case of Emouha Local Government Council of Rivers State, Nigeria. *FUO Quarterly Journal of Contemporary Research*, 8.
- Peña, I., Andrade, S. M., María Muñoz, R., & Barba-Sánchez, V. (2024). Wellness Programs, Perceived Organizational Support, and Their Influence on Organizational Performance: An Analysis Within the Framework of Sustainable Human Resource Management. *Sage Open*, 14(1).
- Apolot, F., Emuron, L., & Extension, Kiu Publication. (2024). The Effect of Employee Training on Job Performance in Local Governments: A Case of Bukedea District, Uganda. *Journal of Arts and Management*. 9. 1-17. 10.59298/IDOSRJAM/2024/9.1.19598.
- Akaba, J., & Osamuyi, A. B. (2022). The Impact of Training and Retraining in Improving Manpower Development among Local Government Employees of Oredo Local Government Council, Edo State, *Sapientia Global Journal of Arts, Humanities and Development Studies* (SGOJAHDS), 5 (3); 23 – 34.
- Ifejika, S. I. (2017). The Challenges of Human Capital Development in Nigeria: A Theoretical Insight. *Silpakorn University Journal of Social Sciences, Humanities, and Arts*, 17(2), 41-74, 2017
- Nwachukwu, T. S., & Atigwe, S. C. (2019). Challenges of Human Capital Development in Sub-Saharan Africa: A Study of Nigeria Civil Service from 2011-2015. *Journal of Emerging Trends in Economics and Management Sciences* (JETEMS) 10(2):90-102



- Magege, A. (2023). *Impacts of the Training and Development on the Employee Performance in the Local Government: A case of Magu District Council*. Master's thesis, The Open University of Tanzania. Accessed on the 7th of February, 2025, from <https://repository.out.ac.tz/4263/>
- Nwachukwu T. S., & Atigwe, S. C. (2019). Challenges of Human Capital Development in Sub-Saharan Africa: A Study of Nigeria Civil Service from 2011-2015. *Journal of Emerging Trends in Economics and Management Sciences (JETEMS)* 10(2):90-102
- Ekeyi, E. O. (2024). Human Capital Development and Service Delivery in the Nigerian Public Sector: An Appraisal of Enugu Electricity Distribution Company of Nigeria, Awka Business Unit. *International Journal of Public Administration (IJOPAD)*, 3(2), 342-357.
- Bayarystanova, E., Arenova, A., & Nurmuhmetova, R. (2014). Education System Management and Professional Competence of Managers. *Procedia - Social and Behavioral Sciences*, 140 (1) 427 – 431.
- Febriyanti, N., & Ihsani, A. (2019). Development Strategy of Human Resource Management for the Millennial Generation. *AFEBI Management and Business Review (AMBR)*, 4(2), 91-102.
- Bartolucci, F., Pennoni, F., & Vittadini, G. (2023). A Causal Latent Transition Model with Multivariate Outcomes and Unobserved Heterogeneity: Application to Human Capital Development. *Journal of Educational and Behavioral Statistics*, 48(1), 387–419). <https://doi.org/10.3102/10769986221150033>
- Becker, G. S. (1975). Human Capital: A theoretical and empirical analysis, with special reference to Education. *National Bureau of Economic Research*, 1(1), 36-66.
- Petchko, K. (2018). Theory and Theoretical Frameworks. Retrieved on 17th March, 2024 from <https://doi.org/10.1016/B978-0-12-813010-0.00010-7>
- Cahyono, A. S., Tuhuteru, L., Julina, S., Suherlan, S., & Ausat, A. M. A. (2023). Building a Generation of Qualified Leaders: Leadership Education Strategies in Schools. *Journal on Education*, 5(4), 12974–12979.
- Rukman, W. Y., Urath, S., Harini, H., Ausat, A. M. A., & Suherlan, S. (2023). Philosophy Education as a Means of Developing Student Soft Skills. *Edumaspul: Jurnal Pendidikan*, 7(1), 281–286.
- Ofuoma, I., Aniekwe, K. V. I., Edeme, N. C., & Okotie, E. (2021).** Relationship between Human Capital Development and Organizational performance in the Nigerian aluminium manufacturing sector. *Quest Journals Journal of Research in Business and Management*, 9(9), 39-52.
- Uwagbale, E. C., Umoh, G. I., & Amah, E. (2018).** Human Capital Development Practices and Organizational Effectiveness of Life Insurance Companies in Rivers State. *International Journal of Advanced Academic Research: Social & Management Sciences*, 4(4), 376.



- Kareem, A. M. (2019). The Impact of Human Resource Development on Organizational Effectiveness: An Empirical Study. *Journal of Management Dynamics in the Knowledge Economy*, 7(1), 29-5
- Okon, R, Odionu, C. S., & Bristol-Alagbariya, B (2024). Integrating data-driven analytics into human resource management to improve decision-making and organizational effectiveness. *IRE Journals*, 8(6), 574.
- Okoh, J. I., Oyeranmi, A. O., Adamu, M. A., & Agbadua, O. B. (2022). Human Capital Development and Manufacturing Sector Performance in Nigeria.
- Zhou, L. L., Ayegba, J. O., Ayegba, E. O., Ayegba, P. M., & Jie, Z. X. (2021). Impact of dynamic capacities on the performance of food and beverage enterprises in Lagos, \ Nigeria. *Journal of Innovation and Entrepreneurship*, 10(1), 50.