



Effect of Human Capital Development on Employees' Performance: A Case of Delta State Civil Service, Nigeria

Asinedu Kennedy Nwafili, PhD

ORCID: <https://orcid.org/0009-0001-5966-4114>

Department of Business Administration, Dennis Osadebay University, Nigeria

Email: asinedunwafili@yahoo.co.uk

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Abstract: This study looked into the effect of human capital development on employees' performance in Nigeria, using the descriptive correlational design. The population of the study consisted of 39,648 civil servants under the payroll of the Delta State Government as of July 2023. Taro Yamane's formula determined the sample size of 396 respondents. Out of 396 distributed questionnaire sheets, 357 were accurately completed and returned. Data analysis involved descriptive statistics, correlations and regression analysis. Based on the findings, the study concluded that manpower planning and career development strongly affected the employees' performance in a positive way. Based on the conclusions, the study recommends that the Delta State Civil Service Commission should carry out proper manpower planning to enhance succession planning and to prevent manpower shortages or excesses. Hiring decisions for civil servants should base on applicants' qualifications and competences, coupled with the organizational requirements or needs.

Keyword: Human capita development; manpower planning; career development; employee's performance.

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Introduction

Over the years, human capital has been recognized as the most important asset in organizations (Maryam, 2021). It might be thought of as the industrial process' engine room because of its ability to transform other factor inputs into usable forms that are acceptable to consumers. Inputs, like capital and land, are not useful by themselves unless transformed into forms that are significant and helpful for achieving the aims and objectives of organizations (Lanre-Babalola et al., 2023). Nonetheless, the degree to which the organization's objectives are met may depend on the experience, competence, and skill levels of its workforce. Managers and administrators must therefore create staffing plans that concentrate on finding, attracting, choosing and employing the most competent and intelligent workers (Igbaekemen & Odivwi, 2014). Organizations are now required to not only focus on the improvement of the skills,

knowledge, competence and cognitive abilities of the employees for efficiency and effectiveness in the performance of their assigned duties, but should also ensure they forecast the human resource requirements of the organizations and recruit competent and skilled employees to prevent human resource shortages (Edeh & Dialoke, 2020).

Investment in human capital leads to human capital development (Lekan-Akomolafe, 2023). Human capital development, as defined by Sullivan and Sheffrin (2003), is the process of attracting, assisting, and investing in individuals through education, instruction, mentorship, internships, organizational development and human resources management. It enhances workers' abilities, competencies, attitudes and knowledge in both the public and private sectors. According to Ejere (2011), human capital is the element of people's involvement in the process of producing the

necessary information, abilities and experiences that are used to create economic value in order to promote sustainable national development. Employee development and training may serve as the foundation for sustainable development. Any efforts by an individual or organization towards raising the resourcefulness, intelligence, competence and knowledge of organizational human resources are referred to as human capital development (Lanre-Babalola et al., 2023). The essence of involving human capital in human capital development is to improve their performance in order to achieve organizational goals.

The success of every organization and its employees' performance is determined by human resource planning. This is because of its' role in ensuring the recruitment of the right people for the right job and doing the right thing for the attainment of the organization's goals and objectives (Aryal & Sigh, 2023). Labor planning or human resource planning, utilizes strategies to forecast the labor needs of the organization by preparing for retirement, replacement, promotion and voluntary or involuntary turnover of employees. These are necessary requirements that guarantee efficiency and effectiveness in the system, without which employees cannot perform optimally as the human capital gap is imminent.

Growing in the organization requires improvement in the knowledge, experience, competencies and professional abilities of the employees. This is known as career development. Career development involves the acquisition of new skills to be able to take on new roles or responsibilities (Efenji, 2023). These are future, not immediate roles, and that is why career development is seen as futuristic (Ifeoma et al., 2023). The human resources department has a lot to do with the career development of staff. While recruiting employees within is cheaper, these staff should have the required competencies to enable them to perform, and that is what career development stands for.

However, political meddling in the hiring process for civil servants is one of the issues the Nigerian civil service is currently confronting (Onwe et al., 2015). Regretfully, the majority of workers end up in the civil service not because they deserve it but rather because they paid for it or a politician recommended them (Elakwachi & Ufomba, 2024). Because there is less money available for career development, many of these workers end up

creating more problems for the system rather than adding value (Ituma et al. 2024) and the government is less concerned about helping them advance their knowledge and abilities. Furthermore, many state ministries, boards and agencies lack proper planning for their organizational human resource demands (Onyema, 2018). Even though the government is aware of the high rate of labor turnover brought on by resignation, retirement or death, insufficient provisions are made for it, which results in gaps or shortages in the system. The problem of staffing departments, boards, and agencies around the state and allocating them to different positions is more concerning (Ployhart, 2006). There is an unfair distribution and employees occasionally have a say in where they are posted (Sadat & Oninisi, 2022). This causes surpluses in metropolitan areas and shortages, particularly in rural areas. Bearing these problems in mind, this study attempted to establish the effect of human capital development on employees' performance in the Delta State Civil Service, Nigeria. This study aimed to investigate the effect of human capital development on employees' performance within the Delta State civil service in Nigeria, addressing a significant knowledge gap in the existing literature. Despite the importance of this topic, there is a scarcity of scholarly research focused specifically on the Delta State civil service, making this study a timely and necessary contribution to the field.

Review of Related Literature

This section presents the review of related literature and studies. The literature appears under subthemes that relate to the study problem.

Human Capital Development

Human capital refers to an individual's accumulated expertise, competencies, training and education, cognitive ability, perception, initiative and aptitude (Srivastava & Das, 2015). It is the capability and skills of the nation's human resources (Eigbiremolen & Anaduaka, 2014). An organization's whole knowledge, expertise, experience, skills and abilities are all included in its human capital, which also includes its capacity for creativity and invention (Lanre-Babalola et al., 2023). Human capital refers to the collective investments made in employees' growth and development, including training, education, and professional programs. These initiatives are designed to improve employees' knowledge, skills, abilities, values and social connections, leading to enhanced individual performance, happiness, and ultimately, enhanced

organizational performance (Marimuthu et al., 2009).

However, in the context of an organization, human capital development refers to the process by which companies assist their staff members in developing the skills necessary to carry out tasks related to their current or anticipated job duties as well as in realizing and taking advantage of their full potential (Lekan-Akomolafe, 2023). In the opinion of Lanre-Babalola et al. (2023), any effort to increase worker resourcefulness, efficiency, human knowledge and abilities is known as human capital development. The process of obtaining and growing the population with the knowledge, training and work experience necessary for a nation's economy to grow and develop is known as "human capital development" (Eigbiremolen & Anaduaka, 2014). The skills, abilities, creativity, and expertise inherent in a person are human capital while human capital development is a conscious effort by an individual or organization to improve or increase the skills, knowledge, abilities and competencies of staff to contribute more to the organization and society. Human capital development is the product of investing in human capital (Lekan-Akomolafe, 2023).

Manpower Planning

Manpower planning, also known as human resource planning or human capital planning, is very strategic in the attainment of organizational goals in the sense that it improves both organizational and employees' performances. The process of ensuring that organizations hire the most people with the right skills in the right jobs at the right times is known as human resource planning (Aryal & Sigh, 2023). According to Ubabuike (2019), labor planning is the process of creating a framework of programs for sensitive positions in a corporate firm in order to improve the system of management. It is the strategy of acquiring, developing, allocating and using an organization's human resource base to accomplish organisational objectives (Ndidiamaka et al., 2022). According to a related definition provided by Edeh and Dialoke (2020), it refers to a technique used by organizations to forecast their labor needs and plan for employee retirement, replacing departing staff with new hires to prevent a human resource gap from arising. Stated differently, manpower planning implies ensuring that an organization always has the appropriate people in the appropriate roles at the appropriate times, with the appropriate talents (Ndidiamaka et al., 2022). This suggests that manpower planning involves

forecasting to identify the manpower needs of the organization in order to ensure there is no shortage or surplus at any given time. In this instance, provision needs to be made for recruiting suitable staff, selecting, placement in the right department or job, and training for the acquisition of the necessary skills needed to fit into the job.

Ubabuike (2019) argued that manpower planning is beneficial in the sense that it is a personnel function that aims to foresee growth and guarantee that the appropriate number and types of employees are developed, hired or retained. Additionally, backup employees are trained to ensure continuity in the event that a specific key employee departs, passes away or is promoted to a new position. The author further re-emphasized that manpower planning takes care of labor mobility. In other words, every organization is expected to be equipped with the necessary knowledge of the specific number of staff needed to fill both the current and future manpower needs of the organization. Without this preparation and knowledge, the organization will be in crisis when key staff resign, retire, die receive promotion. Therefore, manpower planning targets stability in the retention of manpower and ensuring equilibrium in the demand and supply of labor to the organization.

Career Development

The terms "career" and "development" are combined to form career development. For different people, the word "career" might mean different things. As stated by the Career Development Institute (2017), a person's career is essentially the order and diversity of paid and unpaid job positions that they engage in over the course of their lives. However, a person's career may also be defined as the framework that helps them understand meaningful employment prospects and the connections between their work and personal responsibilities. It involves the expansion of one's mental or emotional strength to enable him or her to progress in the company and take on greater responsibilities or challenging roles. According to Efenji (2023), career development involves training oneself to take on new or more responsibility inside the company. A career development program is designed to raise an individual's standing or skill within an organization over an extended period of time (Setyawati et al., 2022). An organizational member can be involved in educational advancement or professional training that may or may not be relevant to the present task

(Ifeoma et al., 2023), depending on the individual's career path or organizational goal. Career development is futuristic, implying that competency training seeks to equip the employee for future tasks. According to Setyawati et al. (2022), the goal of career development is to modernize internal hiring capabilities. In addition to highlighting individuals' abilities through goal achievement, it also fosters employee growth, lessens hoarding and assists in meeting needs.

Employees' Performance

Employee performance is the capacity of an employee to do their tasks in line with the organisation's expectations (Lanre-Babalola, et. al, 2023). The capacity of employees to meet objectives, reach benchmarks and most importantly realized targets refers to as employees' performance (Efenji, 2023). Employees' performance is measured not only by the output

produced but also by the quality of the output as well as being able to follow the laid down procedures or standards. This implies doing the right thing at the right time. In the opinion of Ifeoma, employee's performance represents the extent of goal attainment and the parameter of gauging efficiency in the workplace. Research by Sutrisno (2012), cited by Muthumbi and Kamau, 2021), identified key elements that influence performance, including efficacy and efficiency, clear authority and responsibility, initiative and work discipline and creativity. These elements are crucial in achieving organizational goals and enhancing performance.

The conceptual framework shows the relationship between the independent variable (human capital development) and the dependent variable (employees' performance). In Figure 1, the diagram illustrates that manpower planning and career development affect employees' performance.

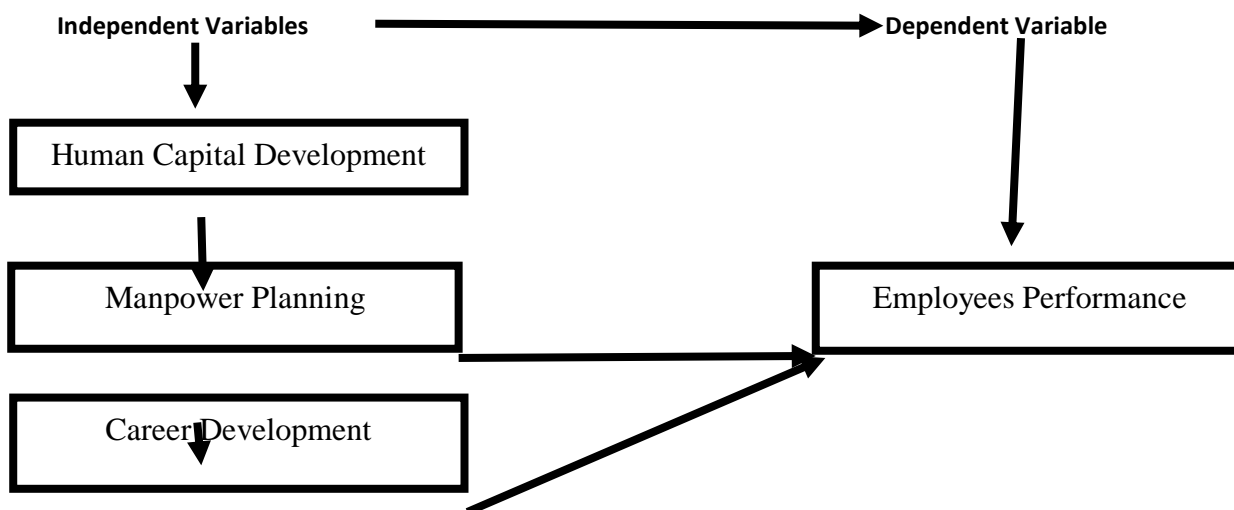


Figure 1: Conceptual Framework of Variables

Theoretical Underpinnings

The basic assumption of Human Capital Theory is that individuals who invest in education and training will increase their skills level and be more productive than those who are less skilled and so they can justify higher earnings as a result of their investment in human capital (Odhong & Omolo, 2015). Organisations now leverage workers' abilities, skills and expertise as a fundamental component of value development (Lekan-Akomolafe, 2023). Whatever the use of the theory, Becker (1964), as cited in Lanre-Babalola (2023), believes that investing in education and training is the most crucial use of human capital. The concept

of human capital theory originated from the field of macroeconomic development theory, which dates back to the days of classical economics where it was first explored and developed (Schulz, 1993, cited in Odhong & Omolo, 2015).

Related Studies

Numerous academic studies on human capital development have been conducted worldwide in a variety of industries and nations, using a variety of dependent variables. Aryal and Sigh, (2023) investigated human resource planning in the cooperative sector, with an emphasis on how it affects the organizational performance. The research design method adopted was exploratory

and the sampling technique adopted was stratified sampling method. Questionnaire was the instrument used for data collection from 54 cooperative employees in Teku, Balkhu and Kalimati. The findings revealed that planning and organizational effectiveness are significantly correlated. Similarly, the study of Lekan-Akomolafe (2023) explored the impact of human capital development on the organizational effectiveness of manufacturing firms in southeast Nigeria. In this study, human capital investment, career development and competency-based assessment appeared as proxies. The results show that human capital investment positively affected the effectiveness of the firms. The study recommended that manufacturing firms in southeast Nigeria engage in human capital development to improve productivity and effectiveness.

Lanre-Babalola (2023) did a study to examine the impact of human capital development on employee performance in Osun State, Nigeria. The study identified training, development and education as key indicators of human capital development. The study involved 85 respondents and used correlation and regression analyses in the data analysis. Results showed that training had a greater influence on performance while development and education also affected it. The study recommended the establishment of manpower and training departments to address staff development and training needs.

Moreover, Ifeoma et al. (2023) conducted a study to examine the impact of career development techniques on employees' performance in the Nigerian banks. The study found that induction training positively affects service delivery quality, job rotation positively impacts punctuality and formal education positively impacts employees' transparency. The study recommended that management invest more in induction training to improve service delivery quality. Relatedly, Setyawati et al. (2022) carried out research on the impact of career development, motivation and promotion on employees' performance. Results show that these variables significantly affect performance, highlighting the importance of fostering a positive work environment.

A study carried by Edeh and Dialoke (2020) looked into how human resource planning affects the organizational performance of selected Nigerian

hotels. The study discovered that organizational performance is positively affected by the human resource planning characteristics of competence, age, cultural background and funding. When making HR planning decisions, HR managers need to consider the firm's financial stability in addition to the potential hires' age, skills level and cultural orientation. The study by Ubabuiké (2019) sought to establish the impact of manpower planning challenges on organizational performance in selected tertiary institutions in the Anambra State, Nigeria. The results showed that planning significantly impacts the survival of these institutions, and employee training positively impacts performance. The study of Eigbiremolen's (2014) found a significant positive relationship between human capital development and output, suggesting that government and policymakers should focus on building human capacity through adequate educational funding for sustainable economic growth. Although human capital development and its impact on employee performance have received significant scholarly attention in Nigeria, a glaring gap exists in the literature, as no studies have specifically focused on the Delta State civil service, prompting the need for this research.

Methodology

Research Design

The study used the descriptive-correlational design where both descriptive statistics and correlational tools addressed the problem under investigation.

Population and Sampling

The population of the study consists of 39,648 civil servants under the payroll of the Delta State Government as of July 2023. Taro Yamane's formula determined the sample size as follows:

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

Where;

n = Sample size

N= Population of Study

e= Level of Significance (5%)

$$n = \frac{39,648}{1 + 39,648(0.05)^2}$$

$$n = \frac{39,648}{1 + 39,648(0.0025)}$$

$$= \frac{39,648}{1 + 99.12}$$

$$= \frac{39,648}{100.12}$$

$$= 396.005$$

Therefore, the sample size was 396 civil servants.

Instruments

The research instrument used in this study was a questionnaire. Out of 396 distributed questionnaire sheets, 357 were accurately completed and returned, and those sheets were utilized for analysis.

Validity and Reliability

In this study, expert evaluation determined the validity of the research instrument. Nonetheless, a pilot study evaluated the measuring tool's reliability using the Cronbach's Alpha (α) index tests. In general, if the coefficient was more than or equal to 0.60, the researcher would accept the reliability result (Hair et al. 2010). The major constructs' Cronbach's alpha results were 0.683 for manpower planning, 0.697 for career development and 0.747 for employees' performance.

Statistical Treatment of Data

This study employed both descriptive and inferential statistical analyses. The regression model is given as follows:

$$EP = \beta_0 + \beta_{1MPP} + \beta_{2CD} + \mu \text{-----} (3)$$

$$EP = 0.424 + (0.166 \times MPP) + (0.789 \times CD) \text{-----} (4)$$

Ethical Considerations

All participants in the study gave their informed consent, and the study took place with anonymity and confidentiality. There were no potential conflicts of interest.

Results and Discussion

This section presents the study findings. Literature and related studies assisted in the discussion of the findings. The section begins with demographics and then moves into the analysis of data.

Demographics of Respondents

This section provided a detailed analysis of the demographics of the respondents.

Table 2: Analysis of Respondents' Profile

Variables	Frequency	Percentage (%)
Gender:		
Male	188	53
Female	169	47
Total	357	100
Age Distribution of Respondents:		
Below 25 years	32	9
25-35 years	107	30
36-45 years	101	28
46-55 years	61	17
56-65 years	56	16
Total	357	100
Marital Status:		
Single	119	33
Married	221	62
Divorced	17	5
Total	357	100
Educational Level:		
ND/NCE	15	4
HND/B.Sc.	270	76
MBA/M.Sc.	68	19
Ph.D.	4	1
Total	357	100
Length of Service:		
Less than 10 years	47	13
10-15 years	108	30
16-20 years	107	30
Above 20 years	95	27
Total	357	100
Grade Levels:		
Clerical Staff(SLG 01-05):	5	1
Supervisory Staff(SLG 06-12):	170	48
Management Staff (SLG 13 and Above)	182	51
Total	357	100

The marital status shows that 119 were single (33%), 221 were married (62%) and 17 were either divorced or widowed (5%). Furthermore, the educational background shows that 15 were National Diploma or National Certificate of Education holders (4%), 270 were holders of Higher National Diploma or Bachelor Degrees (76%), 68 were holders of Masters degrees (19%) and 4 were doctorate holders (1%).

Furthermore, 47 respondents had worked for less than 15 years (13%), 108 had put in their service for between 10 and 15 years (30%), 107 had worked for between 16 and 20 years (30%) and 95 had worked for more than 25 years (27%).

On the grade level, five were clerical staff (SLG 01–05) (1%), 170 were supervisory staff (SGL 06–12) (48%) and 182 were management staff (SGL 13 and above) (51%).

Research Question1: How does manpower planning affect the employees’ performance in Delta State Civil Service, Nigeria?

This research question sought to establish how manpower planning affects the employees’ performance in Delta State Civil Service, Nigeria. The research question called for testing of the following null hypothesis: *There is no significant effect of manpower planning on employee performance.*

As seen in table 4, the relationship between manpower planning and employees’ performance was $r=0.987$, $p= 001$, suggesting a 98.7% significant relationship on a 100% rating existing between manpower planning and employees’ performance. This implies that a strong significant relationship exists between manpower planning and employees’ performance in Delta State civil service of Nigeria.

Furthermore, in table 5, the regression results show that manpower planning significantly predicts the employees’ performance as the dependent variable. Thus, there exists a significant positive effect of manpower planning on the employees’ performance, given the results ($\beta = 0.172$, $t = 3.465$, $P = 0.001 < 0.05$). The implication is that the more the state government engages in manpower planning, the better the performance of civil servants. An increase in the state government's ability to engage in manpower planning leads to an increase in the performance of civil servants by 1.72%. Therefore, the null hypothesis is rejected while accepting the alternate hypothesis, which states that manpower planning positively effects on employees’ performance. This study is in agreement with Aryal and Sigh (2023), Edeh and Dialoke (2022) and Ubabuikie (2019) who reported that manpower planning effects the organizational performance in a positive way.

Table 4: Correlations

		Employees performance	Manpower Planning	Career Development
Employees performance	Pearson Correlation	1	.987**	.992**
	Sig. (2-tailed)		.000	.000
	N	357	357	357
Manpower Planning	Pearson Correlation	.987**	1	.992**
	Sig. (2-tailed)	.000		.000
	N	357	357	357
Career Development	Pearson Correlation	.992**	.992**	1
	Sig. (2-tailed)	.000	.000	
	N	357	357	357

** . Correlation is significant at the 0.01 level (2-tailed).

Table 5: Regression Results

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	.424	.119		3.567	.000
Manpower Planning	.166	.048	.172	3.465	.001
Career Development	.789	.048	.822	16.530	.000

a. Dependent Variable: Employees performance

Research Question 2: What is the effect of career development on employees' performance in Delta State Civil Service, Nigeria?

This research question sought to establish the effect of career development on employees' performance in Delta State Civil Service, Nigeria. The research question called for testing of the following null hypothesis: There is no significant effect of career development on employees' performance.

As seen in table 4, the relationship between manpower planning and career development was $r=0.992$, $p=001$). This implies that a significant relationship of 99.2% on the 100% rating exists between manpower planning and career development while the relationship between career development and employees' performance was $r = 0.992$, implying that a very strong and significant relationship of 99.2% on the 100% rating exists between career development and employees' performance.

Furthermore, in table 5, the results of the regression ($\beta = 0.822$, $t = 16.530$, $P = 0.000 < 0.05$) show a significant positive effect of career development on the employees' performance. This implies that a change in career development leads to a reciprocal change in employees' performance. The implication of $\beta = 0.822$ is that the increase in career development results in an 8.2% increase in the performance of the Delta State civil servants. Therefore, the null hypothesis was rejected, and the alternate hypothesis, which states that career development affects the employees' performance, was accepted. This study is in agreement with Ifeoma et al. (2023) who reported that career development positively affects the employees' performance in selected deposit money banks in Nigeria

Conclusions and Recommendations

Based on the findings, the study concludes that manpower planning and career development strongly affect the employees' performance in a positive way. Therefore, effective human resource planning, which involves ongoing forecasting of the human capital needs, may prevent shortages or gaps in human resources performance. Likewise, raising human resource abilities and skills may raise the performance levels. Thus, human capital development positively affects the performance of Delta State civil officials.

Based on the conclusions, the study recommends that the Delta State Civil Service Commission should carry out proper manpower planning to enhance succession planning and to prevent manpower shortages or excesses. Hiring decisions for civil servants should base on applicants' qualifications and competences, coupled with the organizational requirements or needs. Ongoing forecasting of the human capital needs will prevent shortages or gaps in human resources performance. Furthermore, raising human resource abilities and skills will raise the performance levels.

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