EFFECT OF HUMAN CAPITAL DEVELOPMENT PROGRAMMES IN OPTIMIZING EMPLOYEES PERFORMANCE: A STUDY OF ABIA STATE HOUSE OF ASSEMBLY, NGERIA

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ABSTRACT
The research focused on the effect of human capital development programmes in optimising employee performance in Abia State House of Assembly. Beyond the broad objective, the research specifically sought to: find out human capital development programmes employed in Abia State House of Assembly, and find out the relationship between the human capital development programmes employed in Abia State house of Assembly and the performance of their employees. The research adopted survey research design, primary and secondary data was used, and questionnaire and oral interview was used in eliciting information from the respondents. The Population of the study consist of three hundred and fifty seven (357) employees of the organisation, using Taro Yemen formula the sample size was deduce to be one hundred and eight nine (189), and simple random sampling technique was used to select the respondents. Descriptive statistics and Logistic Regression analysis was used to analyse the data obtained with the aid of SPSS version 20. The analysis was based on one hundred and sixty five (165) questionnaire well filed and returned. The major findings revealed that human capital development programmes employed in Abia State House of Assembly includes: Training, Seminar, Workshop, and Skill Acquisition. With regards to the relationship between the human capital development programmes employed in Abia State House of Assembly and the performance of their employees, Logistic Regression result revealed that: training, seminars, workshops and skill acquisition are the human capital development programmes that are significantly related to the performance of employees. The researcher concluded that training, seminars, workshops, skill acquisition enhances employees performance when effectively and efficiently implemented and sustained, and thus, recommends that government should live up to their responsibility by adequately funding Abia State House of Assembly to enable them sustain the human capital development programmes in the organisation.

KEYWORDS
Human capital, development programmes, optimizing, employee performance.
INTRODUCTION

The success of any organisation depends on the efficient and effective performance of its employees. Rowden, and Conine, (2005) opined that employees are organisations’ most valuable assets because they project the image of the organisation, possess the skills and experiences to develop and transform the organisation. Rastogi (2002) stated that human capital is an important input for organisations especially for employees’ continuous improvement mainly on knowledge, skills, and abilities. Thus, employees’ development is one of the most important functions of human resource management. Recent research suggests that employee’s development opportunities provided by an organisation, are not only helpful in shaping employees’ mind-sets in accordance with and strategic objective of the firm; these also have a potential to leave a strong impact on organisations level of outcomes, (Whitener, 2001; Woods and de Menezes, 2008).

Employees’ development is essential in maintaining and developing the capabilities of both individual employee and the organisation as a whole. A central idea is that perceived investment in employees development creates conditions where employees believe that their organisations value their involvement and care about their skill enhancement and career growth. Training and development opportunities facilitates greater commitment of employees’ towards the organisation and, in turn, generates willingness of employees’ to go an extra mile for the organisation, (Arthur, 1994; Woods and de Menezes, 2008). Therefore, human capacity development is a critical index of competition in the world of business to the extent that the development of such capacities through training and skill acquisition has become top priority in designing the strategic plan of business organisations, (Filipkowski, and Johnson, 2008).

Hence, in relation to the government owned organisations, employees’ performance is associated with the provision of essential services rendered to the general public. Though been a non-profit organisation, the employees need to have the qualifications and necessary skills that may influence the credibility of the institution towards the realisation of their core goals and objectives. In the same vein, the Abia State House of Assembly is the legislative arm of the government of Abia State of Nigeria. It has various categories of workers which comprises of the legislators who are the elected honourable members and other civil servants of all categories who are also the agents of the executive arm of the government, both coming together to form a unique organisation, rendering essential services for the good of the general public. But of interest to the researcher is the administrative staff who are permanent staff of the organisation, which does not change with the expiration of the tenure of the elected honourable members. They oversee the day to day functioning of the organisation and as such are in great need of experience, skills and technical efficiency in order to pilot and sustain the administrations of the organisation effectively, which has all it takes to transform the economy of the state in particular and that of the country in general. With the current changes hovering around the world, as a result of globalisation and liberalisation especially as it relate technological trends, government ideologies, legal frameworks, customers’ needs and employee perspectives, just to mention but a few, there is therefore a continuous need for further development of the human capital in organisations, in order to meet up with these present changes. Organisations that fail to re-strategies in line with the present trends will definitely become obsolete, gradually lose balance and drives into oblivion, also without adequate insight into the workforce and talent needs of the organisation, organisational performance will suffers. To align with the critical and emerging business goals and metrics of the organisation, the Abia State House of Assembly has to ensure that their human resource has a strong understanding of the organisation’s emerging core business issues, key metrics and performance indicators to
align and drive the organisational performance successfully in harmony with the transformation and reposition programmes of the present administration led by Dr. Okezie Vicor Ikpazu. Thus, the researcher deems it imperative to ascertain the effect of human capital development programmes in optimising employees’ performance with reference to Abia State House of Assembly. The specific objectives were to:

- Ascertain the human capital development programmes employed in Abia State House of Assembly.
- Find out the relationship between the human capital development programmes employed in Abia State house of Assembly and the performance of their employees.

**LITERATURE REVIEW**

Human Capital Management is concerned with obtaining, analysing and reporting on data that informs the direction of value adding strategic, investment and operational people management decisions at corporate level and at the level of frontline management according to Baron, *et al.*, (2007) cited in Odhong, *et al.*, (2013). Human capital presents the image of the background knowledge of individuals grouped in the organisations composite ability to disclose the optimum solution from its distinct employees (Bontis; 1999 and 2001). The sum of employee’s skill, abilities, experience and knowledge is known as Human Capital, (Malone and Edvinsson, 1997). Rastogi (2000) stated that human capital is an important input for organisations especially for employees’ continuous improvement mainly on knowledge, skills, and abilities. Thus, the definition of human capital is referred to as “the knowledge, skills, competencies, and attributes embodied in individuals that facilitate the creation of personal, social and economic well-being” (Organization for Economic Co-Operation and Development or OECD, 2001). According Schultz (1993), the term “human capital” has been defined as a key element in improving a firm assets and employees in order to increase productive as well as sustain competitive advantage. To sustain competitiveness in the organisation human capital becomes an instrument used to increase productivity.

Armstrong, (2006) refers to human capital as human resources. He said that human capital is of two dimensions, first is the financial, physical capital which he called the tangible assets. The second is the intellectual capital which he called the intangible assets. He went ahead to say that managing people is the same thing as managing other physical assets. He believes that organisations create value through the intangible assets or the intellectuals in people. He observed that human capital is the stock of knowledge, habits, social and personality attributes which includes the creativities embodied in the ability to perform labour so as to produce some economic products or values. Human capital development according to Qureshi and Ramay (2006), is about training and the development of these potential capabilities of the human capital or the people. He opined that human capital development is essential in order to have the optimum utilization of the manpower for the benefit of both the employees and the organisation. Human resource development or human capitals transform the human capital inputs into outputs. He said that the inputs are the people, the individuals, and the groups in the society or organizations. The transformation process or the development process are the managerial subsystems of acquiring, developing, allocating, conserving, utilising, improving and rewarding the people or the employees. He also observed that human resource development is done through education, training and development to improve the knowledge, skills and the attitudes of individuals and groups in
an organization. It also involves factors like personal dignity and status, group dynamics and teamwork.

Tang, et al., (2002) saw employee performance as equal to job and income security, workplace health and safety. He therefore highlighted two important facts of performance. First is that it is a subjective, constructed (and hence frequently contested) phenomenon. Secondly, it is open-ended and multi-dimensional. What is important being how it is defined and measured, by whom and for what purpose. Dormann, and Zapf (2001) is of the opinion that in order to get improved performance, from appraisal and coaching, a continuous process is necessary. He gave four levels in the process of training and evaluation. The four levels are:

i. How the delegates feel about the training or the tanning experience. What is measured at this level is the reaction of the delegates.

ii. Measurement of the increase in knowledge before and knowledge after. Learning is the variable that is measured here.

iii. Measurement of the extent of applied learning back on the job. That is the implementation of the learning experience “behaviour” is measured at this level.

iv. Effects on the business, the environment or on the organisation as the case may be. At this level is the measurement of the result of the training.

Employee performance according to John, et al., (2014) is a system, comprising of three main elements arranged in a linear sequence:

i. Inputs, which include employee knowledge, skills and competencies (i.e. abilities and attitudes), as well as other tangible and intangible resources.

ii. Human resources ‘throughputs’ (i.e. activities that transform inputs or outcomes, including most importantly, work efforts and other behaviours).

iii. “Outputs” which include outcomes from work behaviours (i.e. Results).

The study believes that the employee provides work inputs in the form of knowledge, skills, abilities and attitudes. He applies these through the efforts and related forms of work behaviours and then produces a certain quality of products or services of a certain quality within a certain period of time. Employee performance here is not just an individual phenomenon. It has some group and organizational dimension. Elisabeth, et al., (2013) are of the opinion that employee performance is competency based, rather than personality based. Organizations are therefore encouraged to diagnose the state of development of their current performance management practice. Secondly, to map out their aspirations for changing this process of managing employee performance and also to think about the challenges they face along the way.

How Organisations can Optimize Employee Performance

From the studies so far, it is important for organisations to optimise employee performance. The organisation according to Hilson, and Banchirigah, (2009) should be structured to do this. The structure needs to be responsive to the business context and the methods of serving customers and their expectations. The organisation should strike a balance between the inherent needs of business they are in and what helps flourish the key traits of the employees to serve customers’ needs best. This study went ahead to analyse this in the context of:

i. Technology start up, i.e. highlighting changes and that employees are required to be multi-skilled and highly responsive.

ii. In a manufacturing plant, the focus is on the execution and efficiency as work type is repetitive.
According to Kahya (2007), in order to optimise employee performance, it’s necessary to have systems in place to record specific employee goals and then measure each employees’ performance as it pertains to achieving those goals. He therefore outline six ways this can be done.

i. Optimal goal setting: the SMARTH acronym is helpful here when setting goals.
   - Making goals SPECIFIC
   - Making goals MEASURABLE
   - Making goals ATTAINABLE
   - Making goals RELEVANT
   - Making goals TIMELY

This makes goals to be clear on what, how and when to achieve them, helping both employees and managers to prioritise.

ii. Performance tracking: this helps to alter the news of employee performance from a “snap short” approach to a progressive approach. It becomes easier to spot patterns and see improvements or opportunities.

iii. Faster feedback: the data about employee performance should not be moving in only one direction. It is either on a day-by-day or goal-by-goal basis. By showing the employees exactly what was done right and what could be improved on as projects are completed.

iv. Ties actions to consequences: there is real-time reporting that managers are allowed to have access to allow managers to respond to employees’ performance immediately, rewarding great performance as it occurs and working with employees to improve on poor performance before the bottom line is affected.

vi. Collect feedback from peers: feedback about employees can be got from other employees, managers from other departments, customers and the employees themselves. Receiving information from all these sources may give managers a better rounded view of an employee’s performance and allow manager to personalize employee development methods more effectively.

vii. Performance review: the above methods make it easier to track employee achievements, training, errors, generating performance reviews much easier. Concrete facts and records are available in the system.

THEORETICAL FRAMEWORK

Theories are formulated to explain, predict and help in understanding phenomenon and in many cases to challenge and extend existing knowledge within the limits of the critical bounding assumptions, (David, 2009). Different authors have come up with theories on human capital development. The theories that will be highlighted here to give some kind of backing to the study on ground includes: Resource Based View Theory and Human Capital Theory.

1) Resource Based View Theory

Resource Based View (RBV) was articulated into a coherent theory by Wernerfelt (1984). The theory states that the organisational resources and capabilities that are rare, valuable, non-substitutable, and imperfectly imitable form the basis for a firm’s sustained competitive advantage. RBV suggests that the firm can secure a sustained competitive advantage through facilitating the development of competencies that are firm specific, produce complex social relationship; are embedded in a firm’s history and culture, and generate tacit organizational knowledge (Odhong, et al., 2013).
This theory recognises human capital as the most valuable, non-substitutable and imperfectly imitable resource that a firm can successfully utilize to achieve organisational productivity and competitiveness. Resource-based theory is linked to human capital theory in that they both emphasize that investment in people adds to their value to the firm, (Baron and Armstrong, 2007).

2) Human Capital Theory

The origin of human capital goes back to emergence of classical economics in (1776) and thereafter developed a scientific theory. The idea of investing in human capital was first developed by Adam (1963), who argued in the Wealth of Nations that differences between the ways of working of individuals with different levels of education and training reflected differences in the returns necessary to defray the costs of acquiring those skills. Economists such as Elliot (1991) developed the theory of human capital. He is concerned with human capital in terms of the quality, not quantity, of the labour supply. After the manifestation of that concept as a theory, Schultz (1961) recognized the human capital as one of the important factors of national economic growth in the modern economy, (Dae-bong, 2009).

The theory argues that a person’s formal education determines his or her earning power. Human capital theory holds that it is the key competences, skills, knowledge and abilities of the workforce that contributes to organisations competitive advantage. It focuses attention on resourcing, human resource development, and reward strategies and practices. According to Human Capital Theory, education is an investment because it is believed that it could potentially bestow private and social benefits. Human capital theorists believe that education and earning power are correlated, which means, theoretically, that the more education one has, the more one can earn, and that the skills, knowledge and abilities that education provides can be transferred into the work in terms of productivity, (Dae-bong, 2009).

A theory of human allocation and development was propounded by David P. Lepak and Scott A. Snell. In this study, it was recognized that not all employees possess the knowledge and skills that are of equal importance. It should be remembered that no two individuals are exactly alike. This theory drew attention on the resource based view of the firm, human capital theory, and transaction cost economics to develop a human resource architecture of four different employment modes:

i. Internal development
ii. Acquisition of knowledge and skill
iii. Contracting of one another
iv. Alliance between workers

This theory by implication means that any country that neglects human capital development, directly or indirectly neglects its economic growth indices. Growth in human capital has a lot of implications on economic growth. No wonder the developing countries of the world have a large number of unproductive labour and unemployment.

EMPIRICAL REVIEW

Maran, et al., (2009) in their work: Human Capital Development and its Impact on Firm Performance: Evidence from Developmental Economics, opined that human capital is getting wider attention with increasing globalization and also the saturation of the job market due to the recent downturn in the various economies of the world. Developed and developing countries put emphases on a more human capital development towards accelerating the economic growth by devoting necessary time and efforts. They posited human capital development is one of the fundamental solutions to enter the international arena. Specifically, firms must invest necessary
resources in developing human capital which tend to have a great impact on performance. Their work examines the extent to which human capitals have direct impacts on firm performance from various critical perspectives. Firm performance is viewed in terms of financial and non-financial performance. Finally, their work develops a model that explains the relationship between human capital and firm performance.

Nzuve, et al., (2012) conducted a study on Human capital management practices adopted by the National Social Security Fund. The main objective of the study was to determine the extent to which Kenya National Security Fund (NSSF) had adopted the HCM practices. The study used the case study design that was based on a target population of 98 management staff in the human resource and administration department. Both content and quantitative analysis were used to analyse data. The researcher found that NSSF had implemented HCM practices but to a negligible extent. Some of HCM practices at NSSF includes: enhancing the organisation’s capacity through staff training and development and setting of clear performance standards.

Muhammad and Naintara (2013), in their work: The Impact of Human Capital on Company Performance and the Mediating Effect of Employee’s Satisfaction, determined to find the effect of human capital on performance of the firm with the mediating effect of employee’s satisfaction with his job. The research type was quantitative and for the collection of data, questionnaires were used. The sample size used was 200 and the target area was the telecom sector of Pakistan which included three leading companies in the telecom sector of Pakistan (i.e. Mobilink, Telenor and Ufone). The results showed that human capital investments has a strong relation with firm performance and employee’s satisfaction mediates the process between both variables.

Emily, et al., (2014) in their work: Effect of Human Capital Management drivers on organizational performance in Kenya: A case of Investment and Mortgages Bank Ltd, posited that the skills and capacities that reside in people that are put to productive use can be a more important determinant of the nation’s long term economic success and that of an organisation. In Kenya, the contribution of the financial sector to Gross Domestic Product has remained unstable and showing slow growth. The sector also recorded a slow growth of 6.5 per cent in 2012 compared to 7.8 per cent in 2011. Investment and Mortgages Bank strive to achieve the best globally through effective utilisation of human capital management drivers to attain sustainable competitive edge in the highly and globally competitive banking industry. The Bank’s outstanding operational efficiency maintained at 34.8 per cent, making it one of the best in the Kenyan Banking Industry. The Bank’s success relies heavily on human capital management drivers such as leadership practices, employee engagement, knowledge accessibility, learning capacity and workforce optimisation. The main objective of the study was to establish the effect of human capital management drivers on organisational performance. The specific objectives are to: determine the effect of leadership practices, identify the effect of employee engagement, establish the effect of knowledge accessibility, investigate the effect of workforce optimisation and determine the effect of learning capacity on organizational performance. The study was anchored on theory of Resource based view, human capital theory, goal theory and contingent leadership theory. The study adopted a case study research design and stratified random sampling. Qualitative and quantitative technique of data analysis was used. The study concludes that it is possible to use human capital management drivers to benchmark organisational capabilities, identify human capital management strengths and weakness, and link improvements in specific human capital management practices with improvements in organisational performance and obtain sustainable competitive edge.
METHODOLOGY

This research adopted survey research design. Survey research design was adopted in selecting samples from the research population from whom information was elicited from on issues bordering on human capital development programmes and its effects in optimising the performance of the employees. Questionnaire and oral interviews was used in eliciting information from the respondents, while secondary data was sourced through; textbooks, journals, organizations magazines and brochures, and internet materials. Population of this research work consist of the entire administrative/permanent staff of Abia State House of Assembly, the total employees in the organisation is three hundred and fifty seven (357). Simple random sampling techniques was used. Base on the population of three hundred and fifty seven (357) employees of organisation, a normal confidence level of 95% and error tolerance of 5% were used to deduce the actual sample size of the study with the aid of Taro Yamane’s formula. The sample size deduced was one hundred and eighty seven (187), and equal number of questionnaires were distributed to the permanent and administrative staff of Abia State House of Assembly. Out of one hundred and eighty seven (187) questionnaires distributed, one hundred and sixty five questionnaires was returned which form the basis for the data analysis.

Content validity was used to ensure the reliability of the research instrument. To test for the reliability of the instrument, Cronbach Alpha was adopted. Descriptive statistic such as tables, frequencies, percentages, and mean. Logistic Regression analysis was also adopted in analysing the objectives.

The formula for computing the mean used for the study is specified as:

\[
\bar{x} = \frac{\sum fx}{N}
\]

Where,
\(\Sigma\) = summation
\(F\) = frequency
\(X\) = scores to response category
\(\bar{x}\) = Arithmetic mean
\(N\) = number of respondents

Objective (ii) which was analysed using Logistic Regression analysis, the formula is specified in four functional form as:

\[
Y = B_0 + B_1X_1 + B_2X_2 + \ldots + B_nX_n + u
\]

Where:
\(Y\) = Employees Performance = Logit (p)
\(X_1\) = Training (Likert scale score)
\(X_2\) = Seminars (Likert scale score)
\(X_3\) = Workshops (Likert scale score)
\(X_4\) = Internship (Likert scale score)
\(X_5\) = Skill Acquisition (Likert scale score)
\(X_6\) = Vocational Training (Likert scale score)
\(E_i\) = Error term.
RESULTS AND DISCUSSION OF FINDINGS

Human Capital Development Programmes Employed in Abia State House of Assembly

Table 1: showing human capital development programmes employed in Abia State House of Assembly.

<table>
<thead>
<tr>
<th>Programmes</th>
<th>SD (5)</th>
<th>A (4)</th>
<th>N (3)</th>
<th>D (2)</th>
<th>SD (1)</th>
<th>Σx</th>
<th>Mean</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training</td>
<td>300(60)</td>
<td>336(84)</td>
<td>21(07)</td>
<td>8(04)</td>
<td>10(10)</td>
<td>675</td>
<td>4.1</td>
<td>Agreed</td>
</tr>
<tr>
<td>Seminar</td>
<td>345(69)</td>
<td>296(74)</td>
<td>24(08)</td>
<td>12(06)</td>
<td>8(08)</td>
<td>685</td>
<td>4.2</td>
<td>Agreed</td>
</tr>
<tr>
<td>Vocation</td>
<td>110(22)</td>
<td>124(31)</td>
<td>72(24)</td>
<td>114(57)</td>
<td>31(31)</td>
<td>415</td>
<td>2.7</td>
<td>Disagreed</td>
</tr>
<tr>
<td>Workshop</td>
<td>235(47)</td>
<td>328(82)</td>
<td>54(18)</td>
<td>12(06)</td>
<td>12(12)</td>
<td>641</td>
<td>3.9</td>
<td>Agreed</td>
</tr>
<tr>
<td>Internship</td>
<td>75(15)</td>
<td>124(31)</td>
<td>210(70)</td>
<td>44(22)</td>
<td>27(27)</td>
<td>480</td>
<td>2.9</td>
<td>Disagreed</td>
</tr>
<tr>
<td>Skill Acquisition</td>
<td>395(79)</td>
<td>232(58)</td>
<td>27(09)</td>
<td>11(22)</td>
<td>8(08)</td>
<td>684</td>
<td>4.1</td>
<td>Agreed</td>
</tr>
<tr>
<td>Exposition</td>
<td>100(20)</td>
<td>152(38)</td>
<td>123(41)</td>
<td>58(29)</td>
<td>37(37)</td>
<td>470</td>
<td>2.8</td>
<td>Disagreed</td>
</tr>
</tbody>
</table>

N 165

Total Mean 24.7

Grand Mean 3.5

Benchmark Mean 3.0

Source: Field 2016

SA = Strongly Agree, A = Agreed, N = Neutral, D = Disagreed, and SD = Strongly Disagreed.

Figure in parenthesis are the frequency.

The result in Table 1 reveals human capital development programmes employed in Abia State House of Assembly. The grand mean of (\( \bar{x} = 3.5 \)) shows that many of the programmes in the model are been used by Abia State House of Assembly in developing their employees because the grand mean is above the benchmark mean point of 3.0.

But of interest to the researcher is the programmes that scored above the benchmark mean point which includes: Training with the mean score of (\( \bar{x} = 4.1 \)), Seminar with the mean score of (\( \bar{x} = 4.2 \)), Workshop with the mean score of (\( \bar{x} = 3.9 \)), and Skill Acquisition with the mean score of (\( \bar{x} = 4.1 \)). Which signifies that these are the human capital development programmes that Abia State House of Assembly employed in training and developing their administrative/permanent staff.

While; Vocation with the mean score of (\( \bar{x} = 2.7 \)), Internship with the mean score of (\( \bar{x} = 2.9 \)), and Exposition with the mean score of (\( \bar{x} = 2.8 \)), are not employed by Abia State House of Assembly in training and developing their permanent staff.

This result revealed that human capital development programmes employed by Abia State House of Assembly in training and developing their administrative/permanent staff are outstanding and have conventional appeal, because Neelam, et al., (2014), in their work; opined that training and development are planned learning experiences which teach employees how to perform current and future jobs more effectively. While Rohan, et al., (2012), explained that training is an important tool for the purpose of enhancing the workforce performance and it’ll ultimately increase the worth of an organization. Thus, if Abia State House of Assembly effectively and efficiently utilised the identified human capital developmental programmes, it will help to horn and optimise the performance of their employees, which will positively affect the performance of the entire organisation, enabling them to effectively fit in into the transformational agenda of the present administration.
The Relationship between the Human Capital Development Programmes Employed in Abia State House of Assembly and the Performance of their Employees.

Table 2; showing Logistic Regression result on the relationship between the human capital development programmes employed in Abia State House of Assembly and the performance of their employees.

<table>
<thead>
<tr>
<th>Militating Factors</th>
<th>Coefficient</th>
<th>Std. Error</th>
<th>Wald</th>
<th>Sig</th>
<th>[95% Con. Interval]</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training</td>
<td>0.935</td>
<td>0.904</td>
<td>10.535</td>
<td>0.001***</td>
<td>0.313</td>
</tr>
<tr>
<td>Seminars</td>
<td>0.762</td>
<td>0.298</td>
<td>0.6.544</td>
<td>0.011***</td>
<td>3.840</td>
</tr>
<tr>
<td>Workshops</td>
<td>0.993</td>
<td>0.794</td>
<td>1.564</td>
<td>0.211</td>
<td>12.782</td>
</tr>
<tr>
<td>Internship</td>
<td>3.055</td>
<td>0.842</td>
<td>13.153</td>
<td>0.000***</td>
<td>110.648</td>
</tr>
<tr>
<td>Skill Acquisition</td>
<td>0.876</td>
<td>0.720</td>
<td>1.940</td>
<td>0.028**</td>
<td>11.177</td>
</tr>
<tr>
<td>Vocational Training</td>
<td>-1.547</td>
<td>0.702</td>
<td>4.852</td>
<td>0.164</td>
<td>0.843</td>
</tr>
<tr>
<td>Constant</td>
<td>-1.762</td>
<td>0.920</td>
<td>3.668</td>
<td>0.055**</td>
<td></td>
</tr>
</tbody>
</table>

Source: Field Survey, 2016
Dependent variable: Succession Planning: ***sig ≤ 0.01**sig ≤ 0.05.

The result of the Logistic Regression in Table 2 above revealed the relationship between the human capital development programmes employed in Abia State House of Assembly and the performance of their employees. The result revealed that Training (sig ≤ 0.01; w = 10.535), Seminars (sig ≤ 0.01; w = 0.6.544), Internship (sig ≤ 0.01; w = 13.153), and Skill Acquisition (sig ≤ 0.05; w = 4.852) are the human capital development programmes that are significantly related to the employees of Abia State House of Assembly. Signifying that these is a proportional relationship between human capital development programmes and the performance of the employees in Abia State House of Assembly. Thus as the employees continue to embark on these programmes, their performance continued to be enhanced.

This result agrees with the work of Valleet, et al., (2000), they posited that effective training is beneficial for the firm in variety of ways; it plays a vital role in building and maintaining capabilities, both on individual and organisational level, and leads to organisational change. Svenja, (2007) also pointed that training develops self-efficacy and results in superior performance on job by replacing the traditional weak practices with efficient and effective work related practices. Neelam, et al., (2014), in their work; also opined that training and development are planned learning experiences which teach employees how to perform current and future jobs more effectively. While Rohan, et al., (2012), explained that training is an important tool for the purpose of enhancing the workforce performance and it’ll ultimately increase the worth of an organization.

CONCLUSION

The effects of human capital developmental programmes in optimising employees’ performance cannot be succinctly stated as the study in Abia State House of Assembly has revealed. Training, seminars, workshops, skill acquisition which are human capital development programmes enhanced performance when effectively and efficiently implemented and sustained. Furthermore, outstanding performance is required from the employees in Abia State House of Assembly in order to achieve the goals of the organisation and contributes to the transformational agenda of the state which espouse economic and infrastructural development of the state and the country in general. In order to optimise the daily administration of the organisation, Abia State government should ensure that the management of Abia State House of Assembly adopts a democratic system of
management because it was also noted that system of authority in the organisation are one of the factors inhibiting smooth functioning of her employees. The organisational management should employed and sustain training, seminars, workshops, and skill acquisition as human capital development programmes because they are positively related to the performance of the employees and the organisation.

REFERENCES


