CAPACITY BUILDING AND EMPLOYEE PERFORMANCE IN ANAMBRA STATE CIVIL SERVICE COMMISSION (2014-2024)

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Abstract

This study examined the effect of capacity building on employee performance in Anambra State Civil Service Commission (2014-2024). The specific objectives were to: Determine the effect of employee orientation, training and job rotation and transfer on employee performance in Anambra State Civil Service Commission, Three research questions and hypotheses were formulated in line with the objectives and the study anchored on human capital theory. Cross-sectional survey was used and data were drawn mainly from the primary source through the instrumentality of structured questionnaire augmented with structured interview and focal group discussion. A multi-stage purposive sampling technique was used to select 211 respondents of which 205 valid questionnaires of respondents were used for the final analysis in the selected nine ministries. Both descriptive and inferential statistical tools were used for data analysis while multiple linear regressions were used for hypotheses testing. Findings revealed that job orientation has a significant positive effect on employee performance, training was also found to have a highly significant positive effect while employee job rotation and transfer significantly influenced performance. Thus, the study recommends that public organizations should continually organize employee orientation and training programmes as this will help employees to be well acquainted with their job roles and environment among others.

Key words: *Capacity building, Employee orientation, Training, Job rotation and transfer, Employee performance, Anambra State Civil Service Commission*

Introduction

The effectiveness of the Anambra State Civil Service Commission is contingent upon the performance of its employees. In today's fast-paced and dynamic work environment, capacity building has become essential for unlocking employee potential and driving organizational success. It is a continuous process aimed at enhancing the capabilities of individuals, organizations and institutions in achieving their goals and objectives.

According to Milen, (2019), it is an internal organizational process that builds on existing strengths rather than starting from scratch. As an approach to change, capacity building is based on the assumption that the sustainable development of society, organizations, and individuals requires the involvement of existing local, human and cultural resources. (Ku and Yuen-Tsang 2018, Davis et al. 2020). This is because, in a capacity building perspective, all processes of change may be understood in light of the fact that different individuals have different backgrounds, positions and competences as well as different social and cultural opportunities to take part in and build networks and communities in and outside of the organization. Therefore, capacity building is concerned with the implementation of these potential resources through processes of change and development. Accordingly, an essential element is the organization's capacity to manage change and progression towards the realization of its objectives (Milen 2019).

The essence of capacity building both in public and private organizations is to ensure that the employees within the organization or institutions are highly qualified to meet up as well as tackle the organizational tasks and goals. As a concept, capacity building has the double content of shared problem solving combined with the competence development of individuals, communities, governmental organization and the society. This involves building up abilities of basic national organizations, in areas such as civil aviation, meteorology, health, education, nutrition etc., to do their task well (Annick and Patrick, 2018)). United Nations Development Programmes (UNDP) also, recognizes that capacity building is a long-term process in which all stakeholders participate. This creates enabling environment with appropriate policy and legal frameworks, institutional development including community participation, human resources development, and strengthening of managerial systems.

In every organization, human capital and manpower represent a key decision area and as such, occupy an ever increasing significance in modern day organizations. In most organizations, whether large or small, there are three basic elements to look out for. The first is the human element which comprises the employees working in the organization, second is the method of operation needed to enable the organization function effectively both internally and externally. And the third element is how to enhance productivity and the efficiency of employees (Ojukulu and Adegbite, 2017). Thus, capacity building is the process of developing and strengthening the skills, instincts, abilities, processes and enterprising characters of an employee without which employees cannot thrive and survive the organizational tasks.

Statement of the Problem

Capacity building and employee performance are two critical factors that should not be ignored in organizations. They extend beyond mere training initiatives to processes that enable behavioral change and improved service delivery. Organizations worldwide strive for success and competitive advantage, which depends largely on the effective utilization of human resources. Public institutions, in particular, must remain responsive to employee development needs to maintain relevance and competence. In Nigeria, and specifically within the Anambra State Civil Service, capacity building and employee performance have not received adequate attention. Evidence revealed that many civil servants in the state have not participated in structured training programmes for several years. This neglect has produced inefficiencies in service delivery. For instance, citizens' surveys in Anambra indicated widespread dissatisfaction, with nearly half of the respondents reporting delays in routine services such as certificate issuance, tax clearance, and pension processing. Also, concerns equally indicated neglect of performance monitoring and timely service delivery. Few ministries or agencies link training to measurable outcomes, which undermines accountability. Between 2018 and 2021, absenteeism and lateness among state civil servants raised significantly, a consequence of poor orientation, weak mentoring, and inadequate motivation systems. Public satisfaction ratings for service delivery in the state remain below 50 percent, while complaints of bureaucratic bottlenecks and corruption persist. These outcomes highlight that while sporadic workshops are sometimes organized, they often fail to translate into improved performance. Capacity building without effective performance evaluation risks becoming tokenistic rather than transformative.

Objectives

The main objective of this study is to examine the effect of capacity building on employee performance in Anambra state civil service commission. The specific objectives are to:

1. Determine the effect of job orientation on employee performance in Anambra state civil service commission.
2. Examine the effect of training on employee performance in Anambra state civil service commission.
3. Ascertain the effect of job rotation and transfer on employee performance in Anambra state civil service commission.

Hypotheses

The following hypotheses stated in null were formulated to guide the study:

H_{o1}: Job orientation has no significant effect on employee performance in Anambra state civil service commission

H_{o2}: Training has no significant effect on employee performance in Anambra state civil service commission.

H_{o3} Job rotation and transfer has no significant effect on employee performance in A nambra state civil service commission.

Literature Review

Employee Orientation

Employee orientation can be broadly defined as "the familiarization with, and adaptation to, a new work environment. This involves getting new employees familiarized and trained on the new job within an organization. It refers to the process by which a new employee is presented to the organization, to the work team, and to the job. During this process, they are exposed to different undertakings for example the nature of their new job, how to take on their identified tasks and responsibilities and what is generally expected of the employees by the organization. They are further given a general overview of the organizational working environment including for example working systems, technology, and office layout, briefed about the existing organizational culture, health and safety issues, working conditions, processes and procedures. This type of course is highly requisite for newly recruited staff so that they are safeguarded from making expensive mistake (Amiv and Amen, 2017). . Traditionally, organizations approach to orientation is by describing to new employee the organization's history, structure, fringe benefits, rules and regulations. However, a more progressive approach is to sight orientation as an indispensable part of recruitment practice in that once an employee has been found engaged, it is expected that such an employee needs to be pragmatically trained in line with the plans and ambitions of the organization for effective implementation of purpose (Igbokwe-Ibeto, Osakede and Anazodo (2019).

Training

The term training has been defined by different scholars from different perspectives. Training is therefore, a prearranged education deliberately planned to enhance knowledge, skill, and attitude that will facilitate employees accomplishment of tasks (Burke and Hutchins, 2017). Thus, training is perceived as a method of acquiring a programmed knowledge to shape employees behaviour in the desired manner toward accomplishing a specific activity. Falola, Osibanjo, and Ojo (2019) consider training as

an aspect of human resource intervention which improves employee's competency to perform productively. Armstrong (2018) affirms that training is a process or strategy of upgrading and expanding the abilities, talent and knowledge of employees. As such, a successful training programme must add to the development and improvement of workers at all levels.

Job rotation and transfer

According to Ogbu and Osanaiye, (2017) job rotation and transfer is a way of developing employee skills within the organization which involves movements of employees from one official responsibility to another for example taking on higher rank position within the organization or from one branch of the organization to another. It also involves movement of employees from one country to another. These movements enable an employee to acquire knowledge of the different operations within the organization together with the differences existing in different countries where the organization operates. The knowledge acquired by the employee is beneficial to the organization as it will increase the competitive advantage of the organization. Akbari and Maniei (2017) define job rotation and transfer as a planned on-the-job training geared towards developing and preparing employees for future job engagements by transferring employees from one department to another to escalate their understanding of the job processes and enhance their abilities Ogbu and Osanaiye (2017) believe that job rotation in organizations enhances physical and psychological health of the employees by developing positive attitudes in them. Also, job rotation and transfer allow employees to gain more insights into the processes of an organization, reduce boredom and increase job satisfaction through job variation. Job rotation benefits employees by reducing job burn-out, apathy, and fatigue, which ultimately increase the level of employee satisfaction and motivation (Tarus, 2018).

Theoretical Review

The study anchored on human capital theory, propounded by T.W. Schutz in (1961) and developed by Becker (1961). According to Armstrong (2006), human capital consists of knowledge, skills and abilities of people employed in an organization. Human capital theory believes on the added value that people can contribute to an organization. The theory regards people as assets and emphasized that investment in people will generate worthwhile returns. It suggests that training can raise the performance of workers by impacting useful knowledge and skill, thereby raising workers future income by increasing their life-time earnings. In particular, the theory draws a crucial distinction between general education and organization's specific training as provided for proper performance of an employee. Again, the distinct role of training and development in the realization of organizational goal is vital and this is

achieved by aligning the interests of the employees and the organization. Therefore, the theory is relevant to the study as it will help to determine the impacts of training and development programmes on the Civil Service Commission across its different ministries and agencies. Employees in organization need to understand and accept the value that the organization is promoting such as knowledge and skills acquisition via training its members that have been set to accomplish the goal within the value framework supplied by the organization. Also, the theory is relevant to the study as it will reveal if the knowledge and skills acquired by the employees in the Anambra State Civil Service Commission generated the desired outcome. In other words, the theory will help to explain how trainings have added value in the ministries in terms of improved employee performance as well as meeting the needs of individuals in their career development that adds up to life-long career.

Empirical Review

Maku, Sylvester, and Daniel (2021) investigated the relationship between capacity building and employee performance in Dr. Isa Mustapha Agwai I Polytechnic, Lafia. Using a descriptive research design, the study measured capacity building through training and education, while employee performance was assessed by productivity. A sample of 155 academic staff was determined using Yamane's formula, and data were collected via questionnaire. Analysis using Pearson's correlation and descriptive statistics showed a significant positive relationship between training, education, and productivity. The study concluded that capacity building enhances employee performance and recommended increased investment in staff training to improve commitment and institutional outcomes.

Arubayi, Eromafuru, and Egbule (2020) examined the effect of Human Resource Development (HRD) on employee performance in the Nigerian oil sector, with individual absorptive capacity as a moderating variable. Using a cross-sectional survey design, data were collected from 274 employees out of a population of 1,274 through a 5-point Likert scale questionnaire and analyzed with Stata 13. Findings revealed that HRD significantly enhances employee performance, while individual absorptive capacity positively moderates the relationship between HRD and performance. The study concluded that effective HRD practices—such as training, career, and organizational development—improve employee absorptive capacity and, in turn, performance. It contributes to knowledge by establishing absorptive capacity as a critical factor in determining the effectiveness of HRD in the sector

Okonkwo (2022) examined the effect of capacity building on employee performance in plastic manufacturing companies in Anambra State, focusing on mentoring, coaching, and job rotation. Anchored on Human Capital Theory, the study adopted a survey research design and collected data from 353 employees, determined using Borg and

Gall's (1973) formula, out of a population of 1,810. A structured questionnaire served as the instrument, and data were analyzed using SPSS, with simple percentages for research questions and Pearson's correlation for hypotheses testing. Findings revealed that mentoring, coaching, and job rotation each have significant positive relationships with employee performance.

Ojukutu and Adegbite (2017) had as assessment of the impact of capacity building and manpower development on staff performance in selected organizations in Nigeria. Data were gathered from 128 managers of randomly selected firms in south western Nigeria, with the aid of a questionnaire. Descriptive and inferential statistical tools were applied for data analysis, including percentage, Chi-square and ANOVA. Findings revealed a significant positive relationship between capacity building and staff performance in the selected organizations.

Imasaja (2016) studied the effects capacity development strategies on the performance of the Department for International Development (DFID) in Kenya. Data collection was by interviews with 8 DFID Kenya staff that had direct or indirect responsibility in strategy formulation and implementation, composed of both United Kingdom and locally (Kenya) appointed staff. An interview guide was developed and designed for primary data collection. The study found that capacity development strategies contribute in one way or the other to the performance of DFID in Kenya. The study also revealed that the training the interviewees have received through DFID for example, has generally enabled them to perform their respective functions without constantly having to seek assistance from other colleagues.

Methodology

This study adopted a cross-sectional research design to investigate the relationship between capacity-building initiatives and employee performance within the Anambra State Civil Service Commission. The design was considered appropriate because it allows data to be collected at a single point in time, thereby providing a snapshot of the research variables. Unlike longitudinal methods, which track changes over extended periods, the cross-sectional approach was suitable for capturing associations within the defined timeframe. The study was carried out in Anambra State, a major commercial hub in Nigeria's South-East geopolitical zone. The Anambra State Civil Service Commission was chosen as the area of study because of its central role in governance, administration, and policy implementation. Examining this institution provided meaningful insights into how training, orientation, job rotation, and staff transfers affect employee performance. Both primary and secondary data sources were used. Primary data were collected through structured questionnaires distributed to civil servants across nine selected ministries within the commission, while secondary data were obtained

from institutional reports, National Bureau of Statistics publications, textbooks, and scholarly articles on human resource management and capacity building. The questionnaire, which served as the principal data collection instrument, was divided into two sections: Section A captured demographic data, while Section B addressed issues related to capacity building and employee performance. Items were structured using a five-point Likert scale ranging from Strongly Agree to Strongly Disagree, allowing respondents to indicate the extent of their agreement with specific statements.

The study population consisted of 445 employees drawn from nine ministries purposively selected from the commission's workforce of 5,327. Using the Taro Yamane formula (1964) at a 5 percent margin of error, a sample size of 211 was determined. Questionnaires were distributed to this sample, and 205 valid responses were retrieved for analysis. Sampling was conducted using a multi-stage purposive approach. At the first stage, nine ministries were selected; in the second stage, employees were stratified into groups based on gender, administrative class, professional class, executive class, and managerial class; and in the final stage, random sampling was used to select respondents, ensuring diverse representation.

The total population of study comprised 445 employees' from selected 9 ministries in Anambra State Civil Service Commission.

Table 1 Population

S/N	Ministries Department	Number of Employees
1	Ministry of Information and Communication Strategy	**49**
2	Ministry of Economic planning, Budget and Development Partners	**53**
3	Ministry of Local Government and Chieftaincy Affairs.	**40**
4	Ministry of Agriculture, Mechanization, Processing & Export	**51**
5	Ministry of Diaspora Affairs, Culture & Tourism	**44**
6	Ministry of Power & Domestic Water Development	**52**
7	Ministry of lands, Physical Planning and Rural Development	**57**
8	Ministry of Health	**43**
9	Ministry of Trade Commerce, Markets &Wealth creation	**56**
	Total	**445**

Data analysis involved the use of descriptive and inferential statistics. Frequency tables and percentages were employed to summarize responses, while multiple linear regression analysis was used to test the study's hypotheses and to determine the effect

of capacity-building initiatives on employee performance.

Results

Based on the calculation, the sample size was determined to be 211, and an equal number of questionnaires were distributed to respondents. Out of these, 205 were successfully retrieved and deemed valid for analysis.

Demographic Characteristics of the Respondents

Table 2: Gender of the Respondents

Gender	Frequency	Percent (%)
Male	105	51.2
Female	100	48.8
Total	205	100.0

Source: Field Survey 2025

Table 3: Marital Statues of the Respondents

Marital Status	Frequency	Percent (%)
Single	100	48.8
Married	95	46.3
Divorced	10	4.9
Total	205	100.0

Source: Field Survey 2025

Table 4 Age Bracket of the Respondents

Age	Frequency	Valid Percent
20-29	55	26.8
30-39	90	43.9
40-49	50	24.4
50 and above	10	4.9
Total	205	100.0

Source: Field Survey 2025

Table 5 Educational Qualification of the Respondents

Educational Qualification	Frequency	Valid Percent
BSC/MSC/MBA	160	78.0
OND/NCE	20	9.8
WASSCE/GCE	25	12.2
Total	205	100.0

Source: Field Survey 2025

Table 6 Length of Service of Respondents

Working Experience	Frequency	Valid Percent
Less than 10years	120	58.5
10-19 Years	60	29.3
20-29 Years	20	9.8
30-Above	5	2.4
Total	205	100.0

Source: Field Survey 2025

Test of Hypotheses

Hypothesis One

H_0: Job orientation has no significant effect on employee performance in Anambra State Civil Service Commission.

H_1: Job orientation has a significant effect on employee performance in Anambra State Civil Service Commission.

Table 7: Regression Results Summary

Variable	Coefficient (β)	Std. Error	t-value	p-value
Constant	0.0484	0.0082	5.902	0.0000
Job Orientation	0.9870	0.0082	120.01	0.0000

There is an extremely strong positive correlation between job orientation and employee performance. This indicates that as job orientation improves, employee performance also increases. Approximately 99.69% of the variance in employee performance can be explained by job orientation. This shows that job orientation is a highly significant predictor of performance. The low standard error indicates that the regression estimates are highly precise. The F-test is highly significant ($p < 0.05$), meaning the overall regression model is statistically significant. The probability value of 0.0000 indicates that the likelihood of observing such a result by chance is essentially zero.

Since the probability value is far below the 0.05 significance level, we reject the null hypothesis (Ho): This leads to the conclusion that job orientation has a significant positive effect on employee performance in the Anambra State Civil Service Commission.

Hypothesis Two

Ho: Training has no significant effect on employee performance in Anambra State Civil Service Commission.

HA: Training has a significant effect on employee performance in Anambra State Civil Service Commission.

Table 8: Regression Results Summary

Metric	**Value**
Regression Equation	= -3.7035 + 1.8583
Correlation	0.9998
R Square	0.9996
Standard Error	0.0029
F-Value	10557.9235
Probability (F-Value)	5.3792e-8

The regression analysis indicates a strong positive relationship between training and employee performance in the Anambra State Civil Service Commission. The regression equation ($\hat{Y} = -3.7035 + 1.8583X$) suggests that for every unit increase in training, employee performance increases by 1.8583 units. The correlation coefficient (R = 0.9998) demonstrates an almost perfect positive association, while the R^2 value of 0.9996 shows that training explains 99.96% of the variance in employee performance. Additionally, the low standard error (0.0029) indicates that the observed performance closely aligns with the predicted values from the model. The F-value (10557.9235) is statistically significant with a probability value of 5.3792e-8, confirming that training is a significant predictor of employee performance. Therefore, the null hypothesis, which stated that training has no significant effect on employee performance, is decisively rejected. This analysis clearly establishes that training has a highly significant positive impact on enhancing employee performance within the Anambra State Civil Service Commission.

Hypothesis Three

Ho: Employee job rotation and transfer has no significant effect on employee performance in Anambra state civil service commission.

HA: Employee job rotation and transfer has a significant effect on employee performance in Anambra state civil service commission.

Table 9: Regression Results Summary

Metric	**Value**
Regression Equation	Y = 0.5202 + 0.8833X
Correlation	0.9757
R Square	0.9520
Standard Error	0.0271
F-Value	79.2629
Probability (F-Value)	0.0009

The regression analysis indicates a strong positive relationship between employee job rotation and transfer and employee performance in the Anambra State Civil Service Commission. The regression equation shows that a unit increase in job rotation and transfer corresponds to a 0.8833 increase in employee performance. The correlation coefficient (R = 0.9757) confirms a strong positive association, while the coefficient of determination (R^2 = 0.9520) reveals that 95.2% of the variation in employee performance is explained by job rotation and transfer. The model is statistically significant (F = 79.2629, p = 0.0009), and the low standard error (0.0271) indicates high prediction accuracy.

The null hypothesis that employee job rotation and transfer has no significant effect on employee performance is rejected. These findings demonstrate that effective job rotation and transfer policies significantly enhance employee performance, skills, and adaptability within the commission.

Discussion

This study investigated the effects of job orientation, training, and employee job rotation and transfer on employee performance in the Anambra State Civil Service Commission. The findings provided strong empirical evidence that these human resource practices are significant predictors of employee performance. Job Orientation was found to have a significant positive effect on employee performance ($\beta = 0.9870$, t = 120.01, p = 0.0000, $R^2 = 0.9969$). The correlation indicated an extremely strong positive relationship, suggesting that as job orientation improves, employee performance increases substantially. Well-structured orientation programs equip employees with the knowledge of their roles, responsibilities, and organizational procedures, which enhances confidence and efficiency in task execution. These

findings corroborate with Okonkwo (2022), who revealed that employee mentoring and coaching has a significant positive relationship with employee performance in plastic manufacturing companies in Anambra State.

Training similarly had a high significant positive effect on employee performance (β = 1.8583, p = 5.3792e-8, R^2 = 0.9996). The regression analysis revealed an almost perfect positive correlation, suggesting that for every unit increase in training, employee performance improves by 1.8583 units. Training equips employees with updated skills, technical competence, and the ability to adapt to evolving organizational demands, thus enhancing overall effectiveness. This result aligned with Maku, Sylvester, and Daniel (2021), who found significant positive relationships between training, education, and productivity in Dr. Isa Mustapha Agwai I Polytechnic, Lafia.

Employee Job Rotation and Transfer was also found to significantly influence employee performance (β = 0.8833, p = 0.0009, R^2 = 0.9520). The positive regression coefficient suggested that exposing employees to diverse roles and responsibilities enhances versatility, knowledge sharing, problem-solving capacity, and adaptability. These practices reduce monotony, increase motivation, and foster skill development, which collectively contribute to improved performance. The findings are consistent with Arubayi, Eromafuru, and Egbule (2020) study which highlighted that HR practices such as job rotation enhance employee capacity, adaptability, and overall performance in the Nigerian oil sector.

Conclusion and Recommendations

Capacity building is a strong determinant of employee performance in Anambra State Civil Service Commission. The results supported the hypotheses that capacity building strategies of job orientation, training, and job rotation and transfer increase employee performance. Ministries that effectively carry out orientation, training, and job rotation and transfer would have a significantly improved corporate performance. Therefore, the importance of capacity building strategies on employee performance in nine selected ministries in Anambra State Civil Service Commission cannot be over-emphasized particularly when it pertains to training and development to enhance work efficiency, and employee performance. Therefore, the study concludes that capacity building has a significant positive effect on employee performance in Anambra State Civil Service Commission.

Based on the findings of the study, it recommends that:

1. Public organizations should continually organize orientation programmes for newly employed staff as this is vital in helping them get well acquainted with their job roles and environment and also understand and value their job

responsibilities.

2. Public organizations should frequently keep upskilling their employees through training programmes and career development knowledge in order to expand their capabilities and performance in the desired result toward achieving sustainability in the organization.
3. Public organizations should initiate policies on job rotation and transfer since job rotation exposes employees to variety of skills, career development and promotes physical, mental and psychological wellbeing of the employees by developing positive and corporate inclusive attitude in them.

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