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Effect of Capacity Building on Employee Performance of Selected Consumer Goods Firms in North Central, Nigeria

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ABSTRACT

This study investigates the effect of capacity building on employee performance in consumer goods firms, North Central, Nigeria. The study adopted a survey research design. The population of study is 795, which comprises of all the managers, supervisors, and permanent staff of the Consumer Goods Firms, North Central Nigeria. A sample size of 227 was drawn using the Taro Yamane's formula. The multiple regression model was developed to estimate the effect of capacity building (training, skills acquisition and mentoring) on employees' performance in Consumer Goods Firms, North Central Nigeria. The data obtained were subjected to a statistical technique of multiple regression analysis using a software option of SPSS version 27.00. From the results, it was revealed that capacity building, such as training, skills acquisition, and mentoring have significantly improved the performance of employees in Consumer Goods Firms, North Central Nigeria. Based on the findings and conclusion of the study, it is recommended that: In the light of all this research and all the materials which is being used to conduct this research and all the literatures reviewed, the researcher came to the suggestion that there should be training in Consumer Goods Firms, North Central, Nigeria, and the training should be done based on the employee's training needs.

Keywords: Capacity Building, Training, Mentoring Employees' Performance.

INTRODUCTION

Human Capacity Building (HCB) as an integral part of the delivery strategy of modern businesses has become a critical area of policy and academic concern in recent times. This is because progressive human capacity building initiative is now known to represent a significant driver of growth, survival and sustainability of modern organizations. Research has shown that there is a correlation between the effectiveness of a corporate organization and the productivity of the available human capital when juxtaposed with the collective tasks and objectives of the organization. This is why Ajibili (2017) opined that the contemporary manager believes that a happy, committed, actively involved employee and a positive corporate culture are important measures of effectiveness. He went on to argue that an organization is effective when employee's performance indices such as; clear cut mission direction is stated, when there is sustainability of goals, customer focused posture, the organization is outcome-oriented, employee's skills and capacities are enhanced and adaptive to changes.

The success of an organization in achieving the goal will be largely determined by the success of individuals in carrying out the task that they were assigned, because people are the implementers of activities in order to achieve the objectives of the organization. One of the main goals is to increase employee performance that will enhance organizational performance. The greatest asset of any organization is its human resource, and organizations invest heavily in building the capacity of its personnel. According to Nwankwo *et al.* (2019) capacity is the overall ability of an organization to perform and sustain itself. This ability is the combination of competencies and capabilities, in which competencies refer to the individual skills and abilities while capabilities refer to a broad range of collective skills of an organization or systems which can be financial resources, management policy, technical analysis among others, and all other attributes that cover the totality of an organization's efforts. Since capacity is the ability of an organization to perform, capacity building is how to develop and strengthen this ability.

Also, capacity building involves the training of staff in relevant skills, mentoring, competencies and general technical know-how (Ikupolati *et al.*; 2017). Human resource development, as one of the areas in which capacity building is measured, includes indices such as: level of education, training, and mentoring (Adams, 2022). The level of education in this job refers to the ability, knowledge or skills required to perform a specific job that qualifies for that job or position (Hisham & Siddig, 2018)), said those with some formal education Graduates are likely to have more in-depth knowledge ..., analytical knowledge of the job, and will also perform more than less educated employees. In the view of Nwankwo *et al.* (2019) they affirmed that capacity building is a multidimensional and dynamic process that improves the ability of organization to meet its objectives or perform better in a competitive environment. Capacity building involves equipping of people with the knowledge, skill, information, and training that make them carry out their functions effectively in an organization. Capacity building must be based on a need analysis derived from a comparison of "actual performance" and behavior with "required performance" and behavior. No organization can have sustainable development without improving her human capital (Murphy, 2018). In general terms, capacity building is a process or activity that improves the ability of a person or entity to carry out stated objectives.

Furthermore, capacity building seeks to improve the performance of organizations because capacity building is a system-wide, planned effort to increase employee's performance through purposeful, planning and actions (Nwankwo *et al.*, 2019). Capacity building is referred to as the development of knowledge, attitude, and skills of the workforce for enhancing the abilities to achieve the short-term and long-term goals on organizational as well as personal levels (Millar & Doherty, 2021). Based on this definition, capacity building for employees in a broad sense may refer to improvements in the ability of all employees to perform appropriate tasks within the broader set of performance standards of the organization. Capacity building activities equips and empowers employees to achieve organizational goals (Yamoah, 2019).

Numerous studies were conducted in the past by many researchers with the aim of finding the extent to which capacity development affected employees' performance. Amongst others who have carried out extensive studies on the topic, their results have not been in consensus. While to others capacity building has positive effect on employees' performance (Ogbu & Idowu, 2017; and Gul *et al.*, 2021); other found a negative relationship (Seleim, 2017; & Halidu, 2021).

Consequently, the need to conduct another study to further re-examine the relationship to address the inconsistent findings cannot be over-emphasized.

Statement of the Problem

Over the years, consumer goods firms, North Central, Nigeria has been engaging in capacity building to improve the performance of their employees. The firms, from time to time engage in programs such as training, skills acquisition, mentoring, and positive attitudes enhancement so as to improve their staff performance (Fiza & Yasir, 2021). In spite of this, the employees of consumer goods firms, North Central, Nigeria, still perform below expectation. This has resulted in low productivity which cripples the overall organizational performance. This study investigates why employees of consumer goods firms, North Central, Nigeria, still perform below expectation, despite being trained to do so.

Objectives of the Study

The broad objective of this study is to examine the effect of capacity building on employee performance of Selected Consumer Goods Firms in North Central, Nigeria. The specific objectives are to:

- i. examine the extent to which training affects employee performance in selected consumer goods firms in North Central, Nigeria.
- ii. evaluate how mentoring affects employee performance in selected consumer goods firms in North Central, Nigeria.

Literature

This section seeks to give a conceptual framework of the various variables which includes training, mentoring, and employee performance. Key empirical relating to capacity building and employee's performance are being reviewed. It also discussed theories related to the study.

LITERATURE REVIEW

Capacity Building

Capacity building has different meanings and interpretations depending on who uses it and in what context it is used. It is generally accepted that capacity building as a concept is closely related to education, training and human resource development. This conventional concept has changed in recent years towards a broader and more holistic view, covering both institutional and country specific initiatives (Fiza & Yasir, 2021). Capacity building seeks to improve the performance of organizations because it is a system-wide, planned effort to increase employees' performance through purposeful, planning and actions (Nwankwo *et al.*, 2019). Similarly, Miller and Doherty (2016) views capacity building as the development of knowledge, skills and attitudes in individuals and groups of people relevant in design, development, management and maintenance of institutional and operational infrastructures and processes that are locally meaningful. This is a broader approach while still focusing mainly on education, training and human resource development. Therefore, based on this definition, capacity building for employees in a broad sense refers to improvements in the ability of all employees to perform appropriate tasks within the broader set of performance standards of the organization. Capacity building and development must be based on a need analysis derived from a comparison of actual performance and behavior with required performance and behavior.

Training

Obisi (2019) defined training as the formal and systematic modification of behaviour through learning which occurs as a result of education, instruction, development and planned experience. According to him training is aimed at helping the organization achieve its purpose by adding value to its key resources who are people it employs. Obisi (2019) also confirms training to be investments in people to enable them perform better and to empower them to make the best use of their natural abilities. An organization is only as effective as the people working in it. It is a fact that the provision of efficient services by any organization depends on the quality of its workforce.

On-the-job method

On-the-job training, is normally handled by colleagues, supervisors, senior military officers, and mentors to help staff adjust to their work and to equip them with appropriate job-related skills. Thomas and Usam (2019) argued that on-the-job training consist of teaching or coaching by more experienced people or trainers at the desk or at the bench. It may also consist of individual or group assignment and projects and the use of team leaders and officers. According to Armstrong, on-the-job training is the only way to develop and practice the specific managerial, team leading, technical, selling, manual, and administrative skills needed by the organization and it has the advantages of actuality and immediacy as the individual works, learns and develops expertise at the same time.

Off-the-Job methods

According to Ejiogu (2020) off-the-job training would include lecture, vestibule training, role playing, case study, discussion and simulation. Thomas and Usam (2019) listed group exercises such as, team building, distance learning, outdoor and workshops as part of off-the-job training. He further explains that off-the-job training may be provided by members of the training department, external education and training establishments, or training providers-training consultants or guest speakers. He encourages line officers to be closely involved to bring reality into the classroom, to ease the transfer of learning, and to make sure that those involved in off-the-job training are carefully selected, briefed and monitored so as to ensure that they make the right contribution.

Mentoring

Mentoring is among the few tools used, needed for preparing tomorrow's skilled employees and is also used to strengthen organizational capabilities, intelligence, build organization knowledge, and sustaining the organization competitive advantage (Durez, 2016). Mentored employees possess positive attitudes and a positive attachment to their organization (Ayodeji & Adebayo, 2021). Ojedokun (2018) viewed mentoring as a process by which persons of superior rank, and prestige instruct, counsel, coaching, guide, and facilitate the intellectual and /or career development of persons identified as protégées. Mentoring is a close, developmental relationship between two people in which a partner willingly avails him /herself of the full range of superior experience, or status of the other partner in all spheres of human endeavor (Okurame, 2018). Bilesanmi (2018) posited that mentoring is a set of tailors-made advice and incentive that a more experienced staff, in an innovative way can offer less experienced members in a plethora way and on a range of competencies. Mentoring is therefore a process in which mature and more experienced managers share their wisdom and experience with the younger employees on a one-on-one basis.

Employee Performance

Employee performance refers to an individual's work accomplishment after applying the required effort on the job in getting meaningful work completed (Rodriguez & Walters, 2017). Performance is the work quality and quantity achieved by an employee in carrying out his tasks based on his responsibility (Elnaga & Imran, 2018). Having an effective workforce is critical to improving performance hence, a good company policy required through the application of a good organizational structure in moving the workforce to perform their obligation in accordance with the plans set by the company. The results of employee work performance, both quality and quantity are the performance benchmarks, where quality is the attitude shown by employees in the form of work in the form of neatness, accuracy and relevance of results does not ignore the volume of work in doing the work (Muda *et al.*, 2017; Hasan *et al.*, 2017). Whereas Quantity is the volume of work produced under normal conditions, this can be seen from the number of workloads and circumstances obtained or experienced by workers during work. This is measured from the willingness of the employees to participate and cooperate with other employees vertically and horizontally so that the results of their work will be better.

Empirical Review

This section reviewed some empirical studies which relates very closely to the variables used in this study, on capacity building and employee performance in Selected Consumer Goods Firms, North Central, Nigeria.

Capacity Building and Employee Performance

Tahir *et al.* (2022) investigated the factors that enhance employee's performance at workplace. To observe intrinsic feature Capacity Building and Extrinsic features such as Supervisory Support and Organizational Support for Career Development role in employee's productivity. Quantitative research approach was used; Middle level employees of banking industry were selected for analyzing this concept. Reliability and validity of 45 items were ensured and SPSS version 20 was used for model testing by multiple regression analysis technique. Research outcomes depict that supervisory support and organizational support for career development doesn't impact significantly on Employees Performance of banking sector. Whereas it was found that Capacity Building of an individual employee leads to performance improvement. Capacity Building of employee's leads to enhanced performance as justified by this research, however, cannot be achieved without providing support for career development to employees. Therefore, Impact of organizational support on capacity building of employees may be interest corner for researchers. We observed capacity building has positive impact on employee's performance along with the external factors with statistically significant measures.

The study conducted by Tahir *et al.* (2022) relates to this present study since it focused on capacity building and employee's performance. The study failed to indicate the population of the study and the sample size of the study as well as methods of sample size determination. However, the study indicated the statistical tool such as regression and the statistical tool adopted is unique since the study determine the cause and effect of the dependent variable (employees' performance) on the independent variable (capacity building).

Olufemi (2021) examined the impact of the human capacity building on small and medium enterprises in Lagos, Nigeria. The study design was quantitative. Data was gathered from 139

respondents selected from entrepreneurs of small and medium enterprises in Lagos. SPSS was used to analyze the data gathered. Findings from the study reveal that regulatory constraints, accessibility to credit and low marketing skills are the top three barriers to the SMEs owners' business. Financial management, marketing and inadequate and inefficient management of employees are the major managerial problems. The SME owners adopt various training approaches like formal and informal training, on-the-job training and job-specific training. The conclusion of the study includes the need for the government to organize more training for SMEs at affordable rates through the establishment of skills acquisition centers. The above study was conducted in Nigeria and is very current. However, the above study did not indicate the instrument of data collection, total population, and the sampling technique employed. Also, the findings and recommendations of this study will go a long way to influence the recommendations that will be derived from this present study.

Fekade (2020) examined the impact of employee capacity development in US Embassy. Descriptive survey design was used for this study as it consists mainly of how and why questions of the study, behavioral real events which are not possible to control and contemporary and complex social phenomenon whose boundary is not clear. The respondents were selected using mixed method design and data was collected using qualitative and quantitative collection methods. With respect to the quantitative data, questionnaire was administered to employees working in different sections of the US Embassy in Addis Ababa. On the other hand, the qualitative data were mainly gathered from various documents including organizational reports, employee capacity development manuals of the Embassy and relevant proclamation. The study revealed that training and development is one of the most important factors in the success of the Embassy. Although, findings showed that promotion and employee retention have adverse and significant correlation with organizations success. The study further revealed that promotion is not the priority of employees; they prefer to be offered training and development opportunities as well as empowerment practices. This study is related to the present study in terms of similarity in the research design used as well as the instrument for data collection (questionnaire). However, the above study failed to state the total population of the study, sample size and technique of data analysis applied.

Muhammad *et al.* (2019) on capacity building and management support on employee performance in the textile industry in Pakistan. Data was collected through a convenience sampling technique. Survey design approach was used and a self-administered questionnaire was conducted for data collection. Two hundred (200) copies of questionnaires were administered, and data was collected from the lower to middle-level employees in the textile sector of Pakistan. SPSS 23 and SmartPLS-3 software were used for analysis. The results indicate that capacity building has a positive and significant impact on employee performance. This study is related to the present study in terms of similarity in research method (survey), instrument for data collection (questionnaire) and similar sample size. More so, the findings and recommendations of this study will go a long way to influence the recommendations that will be derived from this present study. However, the total population of the study was not mentioned.

Nwankwo *et al.* (2019) examined the effect of capacity building on the organizational performance of multipurpose cooperatives in Osun central federal senatorial district of Osun state, Nigeria. Data was obtained from 529 purposively selected management committee members across the

study area. Data obtained were analyzed and evidence from the study revealed that, capacity building activities were well established among the cooperatives across the study area (Osun central district). The finding also revealed that the opinion of the respondents unanimously agreed with the indicators used in measuring the performance of their firm. The study recommended that there is need for re-orientation and sensitization of members and the employees of the cooperative so as to enhance their knowledge on the importance and benefit of capacity building. Also, the cooperative should try as much as they could to integrate and diversify their investment. Finally, the government should assist by making cooperative extension services compulsory and accessible to all cooperative businesses. The above study was conducted in Nigeria and is very current. However, the above study failed to state the research design, total population of the study, method of sample size determination, method of data collection, as well as the method of data analysis used. Also, the findings and recommendations of this study will go a long way to influence the recommendations that will be derived from this present study.

Training and Employee Performance

Mohammed (2022) investigated the relationship between training, development and employee's performance and productivity in selected Jordanian Private Sector transportation companies located in the Southern region of Jordan. A quantitative approach was used while relevant data was collected through structured questionnaire. Subjects for the study consisted of 254 employees which constituted 60% of the total target population of 420 people. A total of 254 questionnaires were distributed to employees on job location but only 212 questionnaires were returned and only 188 were considered suitable for statistical analysis. SPSS version 16 was used for data analysis. Both descriptive and inferential statistics were used for data analysis. The statistical tools were aligned with the objective of the research. For this purpose, frequency tables, percentages, means and standard deviations were computed and substantively interpreted. Inferential statistics like Pearson product moment correlation coefficient (r) and linear regression were used to determine if a significant positive relationship existed between training and employee performance. The findings indicated that training and development were positively correlated with employee performance and productivity. Analysis and interpretations were made at 0.05 level of significance. The study concluded that training and development have important impact on employee performance and productivity.

Halidu, (2021) examined the impact of training and development on workers' productivity in some selected Nigerian universities. The findings revealed that training and development programs improve employees' skills and performance at work place, enhance their technical knowhow/wherewithal to withstand the challenges of contemporary times, thus, an effective tool for sustaining and enhancing workers' productivity in the academia. The study recommends that Tertiary Education Trust Fund should improve on its training policy in its entire ramification because in recent times, academics are being faced with new innovations and techno-scientific developments so as to meet up with the changing trends and circumstances. The above study was conducted in Nigeria and is very current. However, the above study failed to indicate research design, total population of the study, sample size and method of sample size determination, method of data collection, as well as the method of data analysis applied. Also, the findings and recommendations of this study will go a long way to influence the recommendations that will be derived from this present study.

Mentoring and Employees Performance

Ofobruku and Nwakoby (2021) carried out an investigation on the Effect of mentoring on employees' performance in selected family business. The study employed both quantitative and qualitative research design approach; data was collected and analyzed using Pearson correlation coefficient statistic technique. The study shows that employee respond better to career support in term of performance, mentorship had significant relationship with employee performance. The above study cannot be generalized to all situations and locations. However, this study contributes to knowledge by providing more recent findings regarding the effect of human capacity development on employee performance, with particular focus on training, skills acquisition, and mentoring in consumer goods firms, North Central, Nigeria.

Nyamori (2020) conducted research on the effect of workplace mentoring on employees performance using a descriptive research design, data was analyzed statistically by the use of SPSS software. The findings indicate that mentorship allow new practitioners to set and achieve goals for their new job roles. Mentorship is needed to increase employee productivity and decrease the time needed to produce quality work. The above study was conducted without indicating the place and organization where the study was carried out, the study failed to indicate the population and sample size of the study, so the study cannot be generalized to all situations and locations. However, this study contributes to knowledge by providing more findings regarding the effect of human capacity development on employee performance, with particular focus on training, skills acquisition, and mentoring in consumer goods firms, North Central, Nigeria.

Mundia and Iravo (2018) examined the Role of Mentoring Programs on the Employee Performance in Organizations. Data was analyzed qualitatively and quantitatively by use of descriptive and inferential statistics to measure the formulated objectives so as to establish the relationship between the independent and dependent variables. The study established that mentorship programs play an important role in employee performance and are enhanced through knowledge transfer, career development guidance, and skills enhancement in mentoring. The above study was conducted without indicating the place and organization where the study was carried out, it also failed to indicate the population and sample size of the study.

Theoretical Framework

This section discusses various theories related to the study. These include the human capital theory which is the underpinning theory and Vroom Expectancy Motivation Theory.

Human Capital Theory

Human capital theory, initially formulated by Becker (1964) argued that individual workers have a set of skills or abilities which they can improve or accumulate through training and education. The Theoretical Framework for the wholesale adoption of education and development policies known as Human Capital Theory was based on the work of economists such as (Becker, 1964). Human Capital Theory attempts to prove that formal education is highly instrumental in improving the productive capacity of a population. In other words, an educated population is a productive asset for a nation. This means that there is the need to invest in human capital through education and training so that productivity gains can be made. In other words education and training improves the quality of labour. Human Capital theory believes that an educated employee is a productive individual. Human capital theory is centered with the assumption that formal education

is vital to improving the production capacity of employees. Human Capital theory postulates that there is a direct positive relationship between formal education and productivity (Olufemi 2018).

This study adopts this theory since human capital development is related to education and development and education involves training and skills acquisition such as on the job training and off the job training which can affect employees' performance in terms of commitment.

METHODOLOGY

This study employed a survey research design. Survey research design was used in preliminary and explanatory part of the study to allow the researcher to gather information, summarize, present and interpret data for the purpose of clarification. Ajibili (2017) see survey research as one in which a group of people or items is studied by collecting and analyzing data from only a few people or items considered being representative of the entire group. The survey research produced statistical information about relationship between capacity building exhibited through Training, Skill Acquisition, and Mentoring. The survey research design is suitable because the researcher collected data and report it the way the situation is without manipulating any variables.

In order to arrive at the sample size for this study, the purposeful sampling technique was used to select the consumer goods firms in North Central of Nigeria that was used as the study area. The selection was based on the following criteria: (i) the firm must engage in the production of consumable goods; (ii) the firm must be among the best ten (10) consumer goods firms in the state; (iii) firm must allow access to its employees for administration of questionnaire; and (iv) the firm must be in operation for more than four (4) years (i.e., 2020-2023).

Based on the above, the population of this study comprised of all the managers, supervisors, and Permanent Staff of some selected consumer goods firms in North Central of Nigeria, which according to the organizational bulletin and Human Resource Department (2023) is 795 as shown in the table 3.1 below.

Table 3. 1: Population of the study

S/N	Consumer Goods Firms	Location	Manager	Supervisor	Junior Staff	Total Population
1.	De-United Foods Industry Ltd	Abuja	4	6	87	97
2.	Paterson Zochonis Nig Plc	Abuja	2	3	44	49
3.	Benue Brewery Limited	Benue State	10	15	158	183
4.	Tito Yoghurt Company Ltd	Benue State	1	3	36	40
5.	Oshla Farms Inc	Nasarawa State	2	3	55	60
6.	Firstvine Prudent Resources Limited	Nasarawa State	4	8	68	80
7.	Grand Cereals Limited	Plateau State	8	14	133	155
8.	Nasco Group Nigeria Limited	Plateau State	6	11	114	131
	TOTAL		37	63	695	795

Source: *Organization Bulletin and Organizational Human Resource Department (2023)*

The researcher adopted Taro Yamane's (1967) formula to obtain the sample size. This is determined as follows:

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

Where;

n = sample size;

N = population size;

e = Level of precision required;

1 = constant

$$= 795/1 + 795(0.05)^2$$

$$n = 795/1 + 795(0.0025)$$

$$n = 795/1 + 1.9875$$

$$n = 795/2.9875$$

$$n = 266$$

Therefore, the sample size for this study is 266 staff of De-United Foods Industry Ltd, Abuja; Paterson Zochonis Nig Plc, Abuja; Benue Brewery Limited, Benue State; Tito Yoghurt Company Ltd, Benue State; Oshla Farms Inc, Nasarawa State; Firstvine Prudent Resources Limited, Nasarawa State; Grand Cereals Limited, Jos, Plateau State; and Nasco Group Nigeria Limited, Jos, Plateau State.

However, in order to provide equal allocation according to the respective population size, proportional allocation formula was adopted and as such we have:

$$nk = \frac{nNk}{N}$$

Where:

nk = number allocated category

n = total sample size

Nk = total population of each category

N = overall population

Applying the formula, we have:

Table 3.2: Sample of Selected Staff

S/N	Consumer Goods Firms	Manager Population	Manager Sample Size	Supervisor Population	Supervisor Sample Size	Junior Staff Population	Junior Staff Sample Size
1.	De-United Foods Industry Ltd	4	2	6	2	87	29
2.	Paterson Zochonis Nig Plc	2	1	3	1	44	14
3.	Benue Brewery Limited	10	5	15	5	158	50
4.	Tito Yoghurt Company Ltd	1	1	3	1	36	12
5.	Oshla Farms Inc	2	1	3	1	55	17
6.	Firstvine Prudent Resources Limited	4	2	8	3	68	22
7.	Grand Cereals Limited	8	4	14	5	133	44
8.	Nasco Group Nigeria Limited	6	3	11	4	114	37
	TOTAL	37	19	63	22	695	225

Source: *Field Survey, 2023*

The method of data collection was the questionnaire administered to the respondents who are managers, supervisors, and permanent staff of De-United Foods Industry Ltd, Abuja; Paterson Zochonis Nig Plc, Abuja; Benue Brewery Limited, Benue State; Tito Yoghurt Company Ltd, Benue State; Oshla Farms Inc, Nasarawa State; Firstvine Prudent Resources Limited, Nasarawa State; Grand Cereals Limited, Jos, Plateau State; and Nasco Group Nigeria Limited, Jos, Plateau State. The researcher used questionnaires to gather primary data from the target population within the organizations. 266 questionnaires were distributed.

A structured questionnaires were used in obtaining data on human capacity building and employees' performance of some selected consumer goods firms in North Central of Nigeria. The instrument elicits opinions and views from respondents regarding the variables and the respondents were afforded the opportunity to supply more considered opinions and more adequate information. It was designed in a five (5) point Likert type scale questionnaire to collect data from the respondents.

Model Specification

The Statistical Package for the Social Sciences (SPSS) version 27 was used in analysing the data of this study. The researcher used various test such as t-test, f-test and the probability of either accepting or rejecting based on the condition of 5% level of significant.

The study used this model to express the relationship of the various variables used in this study as follows:

$$EP = \beta_{10} + \beta_{11}TRN + \beta_{12}MEN + \epsilon_1$$

Where,

EP = Employees' Performance

TRN = Training

MEN = Mentoring

β_{10} is the intercept of the regression model of Employees' Performance

β_{11} , and β_{12} are rates of change of the Human Resource Management Practices variables with respect to Employees' Performance variable

ε_1 = is the error term associated with the model of the Human Resource Management Practices variables with respect to Employees' Performance variable.

A Prior Expectation

The a priori expectation is that β_1 and $\beta_2 > 0$ indicating a positive relationship between the dependent variable and independent variables.

RESULTS AND DISCUSSION

Data Presentation

Administered Questionnaire and Returned Questionnaires

From the administered questionnaire in Table 4.1, it could be observed that out of 266 distributed questionnaires, 16 were not returned and 23 were not properly filled; thus, making the properly filled and questionnaire to be 227. The 227 properly filled questionnaires were thus used for the analysis. This shows that 85.34 percent of the administered were used for analysis in this study.

Pre-diagnostic Test

Reliability Tests of the Study

Reliability test was undertaken to ensure the study achieved accurate representation of the total population under study. The study carried out reliability test so that the data collection techniques and analytical procedures reproduce consistent findings if they were repeated on other occasions or replicated in subsequent researches. Since Likert-type scales were used to collect the data, Cronbach's alpha coefficient was calculated for internal consistency reliability. Cronbach's alpha is expressed as a number between 0 and 1. It expresses the extent to which all the items, in the test, measure the same construct and therefore shows the inter-relatedness of the items within the questionnaire. The inter-correlation of construct items is measured using Cronbach's alpha coefficient. When the result is above 0.60, the items are considered one-dimensional and acceptable. Coefficient values greater than 0.70 are however preferred.

Table 4. 1: Cronbach's Alpha Reliability Test Result

Constructs	Count of Measures	Alpha
Employee's performance	5	0.7914
Training	5	0.8216
Mentoring	5	0.8033
Average Test to scale		0.8054

Source: Authors Computation, 2023 (SF SS-27)

Table 4.1 revealed that the Cronbach's alpha reliability coefficients for the variables in the study were: 0.7914 for Employee's performance; 0.8216 for Training; and 0.8033 for Mentoring. The results indicated a generally good internal consistency going by the alpha value or 0.8054.

Consequently, this can be inferred that data collection techniques and analytical procedures reproduce consistent findings.

Descriptive Statistics

Since a single construct in the questionnaire for each variable was measured by multiple items, the average score of the multi-items for a construct was computed and used in further analysis, such as descriptive statistics, correlation analysis and regression analysis. Descriptive analysis of the study variables - Employee's performance, Training, Skills Acquisition, and Mentoring were done prior to hypotheses tests, so as to make meaning from the data and to also discover trends. The Table 4.4 shows the descriptive statistics - mean, standard deviation, skewness and kurtosis of the variables.

Table 4. 2: Descriptive Statistics

Variable	Mean	Std. Dev	Skewness	Kurtosis
Employee's performance	4.163	0.268	0.094	-0.103
Training	3.911	1.214	-0.241	-0.225
Mentoring	4.317	0.897	0.162	-0.455

Source: Authors Computation, 2023 (SPSS-27)

Table 4.2 established that Employee's performance had a mean score of 4.163 and standard deviation of 0.268. Its normal curve was skewed to the right (0.094) with a kurtosis of -0.103. Training had a mean score of 3.911 and standard deviation of 1.214 with its normal curve skewed to the left (-0.241) and had a kurtosis of -0.225. Mentoring had a mean score of 4.317 and standard deviation of 0.897 with its normal curve skewed to the right (0.162) and had a kurtosis of -0.455.

Normality Tests of the Study

The assumption of normality is a prerequisite for many inferential statistical techniques to be adopted. The test of normality could be conducted using Kolmogorov-Smirnov and Shapiro-Wilk's statistics. The Kolmogorov-Smirnov and Shapiro-Wilks statistic with a Lilliefors significance level for testing normality is produced with the normal probability and detrended probability plots. If the significance level is greater than 0.05, then normality is assumed. The Shapiro-Wilks statistic is however utilised if the sample size is less than one hundred.

The normality result is presented in Table 4.3

Table 4. 3: Normality Test of Variables

Constructs	Kolmogorov-Smirnov			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Employee's performance	0.954	2:6	0.218	0.989	226	0.831
Training	0.988	2:6	0.125	0.996	226	0.345
Mentoring	0.961	2:6	0.149	0.9893	226	0.133

Source: Authors Computation, 2023 (SPSS-27)

From Table 4.3 result, it could be seen that all the variables are normally distributed as all the probability values were all found to be greater than 0.05. As such, this study relied on parametric statistical technique which is linear regression model. The linear regression model was thus utilized in analyzing the data used in this study.

Correlational Analysis

This section measured the correlation between human capacity building and employee performance. The Pearson's coefficient correlation is one of the analytical tools employed in this investigation. Pearson's coefficient correlation was used to test the strength of the relationship that exist among the variables of interest. The results from the correlation analysis were examined and interpreted in-line with the model specified and was thus discussed accordingly.

The value the correlation coefficient may assume varies from -1 to +1. The closer the correlation coefficient value is to one, the stronger the correlation and the closer the correlation coefficient is to zero, the weaker the correlation. The correlation result is presented in Table 4.4.

Table 4. 4: Correlation Results

	Employee's performance	Training	Mentoring
Employee's performance			
Training	0.7816	1	
Mentoring	0.7152	0.4844	1

Source: Authors Computation, 2023 (SPSS, '17)

The results in Table 4.6 indicate that a positive correlation exists between Employee's performance and Employees' Training. This relationship was also found to be good as indicated by the strong correlation coefficient value of 0.7816. Furthermore, the correlation between Employee's performance and Mentoring was found to be strong and also positive as indicated by the strong correlation coefficient value of 0.7152. Therefore, between the two correlations of interest based on the model specification, the correlation between Employee's performance and Training has strong correlational association.

Multicollinearity Tests of the Study

A further test was done to establish if there was any unacceptably high level of multicollinearity. Diagnostics were conducted to establish if the independent variables were significantly related to each other instead of being related to the dependent variable. The results are contained in Table 4.5. Their variance inflation factors (VIF) of between 1.436 and 1.488 were acceptably within the threshold of between 1 and 10. Tolerance values (TV) were between 0.415 and 0.662, well within the range of 0.2 to 1. The results indicate that there was no multicollinearity among the variables hence meeting the requisite assumption.

Table 4. 5: Collinearity Statistics

Variables	Tolerance Values	VIF
Training	0.415	1.488
Mentoring	0.662	1.436

Source: Authors Computation, 2021 (SPSS-26)

Test of Hypotheses

The hypotheses were tested with the model stated in section three.

The a priori expectation of the study states that:

$\beta_1, \beta_2 > 0$. A positive relationship is expected between dependent and the independent variables.

Decision Rule

With the Linear Regression model, the hypotheses are tested by measuring the P-value to the degree of significance (0.05), the importance of the variables evaluated in the model is measured. If the P-value is less than the significance level, the H_0 is rejected and we thus infer that the variable under consideration is significant. Otherwise, the null hypothesis is accepted and we conclude that the independent variable under consideration has no significant impact on the dependent variable.

Table 4.6: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.885 ^a	.748	.746	.664	1.53

a. Predictors: (Constant), MEN, TRN

b. Dependent Variable: EM

Source: Authors Computation, 2023 (SPSS, 27)

The coefficient of determination (R-square), which was used to measure the goodness of fit of the estimated model, indicates that the model is reasonably fit in prediction. The R^2 (R-square) value of 0.748 shows that Training (TRN) and Mentoring (MEN) have a very good effect on employee performance. It indicates that about 75% of the variation in employee's performance is explained by Training (TRN) and Mentoring (MEN), while the remaining unaccounted variation of 25 percent is captured by the random term.

Besides, the Durbin Watson (DW) statistic was used to test for the presence of autocorrelation among the error terms. The acceptable Durbin - Watson range is between 1.3 and 2.5. The model also indicates that there is no autocorrelation among the variables as indicated by Durbin Watson (DW) statistic of 1.53. This shows that the estimates are unbiased and can be relied upon for managerial decisions.

Table 4.7: Regression Table

Model	Coefficients ^a	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B.	Std. Error	Beta		
1	(Constant)	1.440	.234		6.154	.000
	TRN	.736	.044	.799	17.008	.000
	MEN	-.127	.051	-.128	12.512	.015

a. Dependent Variable: EM

Source: Authors Computation, 2023 (SPSS, 27)

Test of Hypotheses One: Training and Employees' Performance

H_{01} : Training has no significant effect on employees' performance in Consumer Goods Firms, North Central Nigeria.

From the regression result in Table 4.7, it was observed that the calculated t-value for Training and Employees' Performance is 17.008 and with an associated p-value of 0.000. Since the p-value is less than 0.05 ($0.000 < 0.05$), it thus falls in the rejection region and hence, we reject the first

null hypothesis (H_{01}). The study thus concludes that employees' training has a significant effect on employees' performance in Consumer Goods Firms, North Central Nigeria.

Test of Hypotheses Two: Mentoring and Employees' Performance

H_{02} : Mentoring has no significant effect on employees' performance in Consumer Goods Firms, North Central Nigeria.

In addition, from Table 4.7, the calculated t-value for mentoring and employees' performance was found to be 12.512. Using 95% confidence level, the p-value was found to be less than 0.05 (that is, $0.015 < 0.05$), we thus, reject the third null hypotheses (H_{03}) and conclude that mentoring has significant effect on employees' performance in Consumer Goods Firms, North Central, Nigeria.

DISCUSSION OF FINDINGS

The results of the analysis indicate that there is positive and significant effect of capacity building on employees' performance in Consumer Goods Firms, North Central Nigeria. Other findings were that training has positive and significant effect on employees' performance in Consumer Goods Firms, North Central, Nigeria; and mentoring has positive and significant effect on employees' performance in Consumer Goods Firms, North Central Nigeria.

Also, the study is in agreement with the findings of Tahir *et al.* (2022) who found statistical positive and significant effect of capacity building on employees' performance. Similarly, the study is in line with human capital theory which states that individual workers have a set of skills or abilities which they can improve or accumulate through training and education. Human capital corresponds to any stock of knowledge or characteristics the worker has (either innate or acquired) that contributes to his or her productivity (Olofemi, 2021).

In Hypothesis 1, the findings revealed that employees' training has positive and significant effect on employees' performance in Consumer Goods Firms, North Central Nigeria. The study is in line with the findings of Mohammed (2022), Halidu, (2021), and Seleim (2017) who found that there is statistical positive and significant effect of employees' training on employee's performance.

In Hypothesis 2, the study found that mentoring has positive and significant effect on employees' performance Consumer Goods Firms, North Central, Nigeria. This implies that mentoring an employee contributes positively to employees' performance in Consumer Goods Firms, North Central Nigeria. These findings are consistent with findings of Ofobruku and Nwakoby (2021), Nyamori (2020), and Mundia and Iravo (2018) whose studies concluded that there is a significant impact of employee mentoring on job performance of the employees.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the study, it became clear that capacity building has a significant effect on the performance of employees in Consumer Goods Firms, North Central Nigeria. It therefore concludes that;

- i. Training have significantly improved the performance of employees in Consumer Goods Firms, North Central Nigeria.

- ii. Mentoring have significantly improved the performance of employees in Consumer Goods Firms, North Central, Nigeria.

Based on the findings and conclusion of the study, it is recommended that:

- i. Consumer Goods Firms, North Central, Nigeria, should sustain training based on the employee's training needs. Although, it is costly to give training to the employees, but the benefits of training outweigh the cost in the long run.
- ii. Since there is a positive effect of mentoring on employee performance, employee mentorship programs should continue to be embraced by Consumer Goods Firms, North Central Nigeria management to nurture the employee's career growth.

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