



Capacity Building and Employee Performance in Society for Family Health (SFH) in Abuja

Mary Majiyebo Bob-Alli

Mary.boballi@binghamuni.edu.ng
Department of Business Administration, Faculty of Administration
Bingham University, +234 8033034946

Moses Hassan Ambi

ambi.moses@yahoo.com
Department of Logistics and Supply Chain management, Faculty of Administration
Bingham University, +234 7067721176

Cynthia Mona Saidu

saidumonacynthia@gmail.com
Department of Entrepreneurship studies, Faculty of Administration
Bingham University. +234 7034247579

Victor Tunde Atotileto

Victor-tunde.atotileto@binghamuni.edu.ng
Department of Business Administration, Faculty of Administration
Bingham University, +234 8105633773

ABSTRACT

The capability of any organization greatly lies in the competence of its workforce that makes up the strength of the organization. The efficient and effective performance of the workforce in turn, rest on the resource endowment of the human resource in terms of the knowledge, skills and abilities possessed by the workforce. This study examines the effect of capacity building on employees' performance in (SFH) Society for Family Health in Abuja, Nigeria. The specific objectives were to explore the effect of mentoring, on-the-job training, off-the-job-training and employee orientation on employee performance in (SFH) Society for Family Health in Abuja, Nigeria. The study employed a survey research design and the population comprised of 1128 employees of Society for Family Health in Abuja, Nigeria. With the use of Taro Yamane formula, the sample size of total of 325 was obtained while 301 responses were valid for analysis. Primary data was collected through the use of survey questionnaire. Data was analysed with the use of correlation and regression analysis. The findings show that; mentoring has positive but insignificant effect while on-the-job training, off-the-job training and employee orientation has positive and significant effect on employees' performance. It was therefore, recommended that, the management of Society for Family Health in Abuja, Nigeria should embrace mentoring as a strategy to raise junior employees to occupy top management positions as this will create organizational harmony and sustainable growth.

Key words: Capacity Building, Mentoring, On-the-job training, Off-the-job training, Employee orientation and Employee performance.

INTRODUCTION

The need for a comprehensive capacity building strategies cannot be over emphasised in the 21st century workspace. Recently, capacity building has continued to evolve as a crucial activity that concerns virtually all aspects of professional life. The fact that people are confronted with compelling new situations every day, there is every need to respond appropriately. To achieve this, training, skills acquisition programmes and education remains key feature. The importance of capacity building in both private and public organizations regardless of size or complexity seems to be a priority of many organisations. To accomplish this, organisation needs to have well-

trained employees to adequately perform their jobs (Mukwevho, 2015). Capacity building approach is being used in several institutions locally, regionally, nationally and internationally to give their employees an opportunity of improving their knowledge and skills so as to be able to cope with the ever changing workplace environment (Turatsinze & Tarus, 2021).

Organizational effectiveness rests on the efficient and effective performance of workforce that makes up the business environment. The efficient and effective performance of the workforce in turn, rest on the richness of the knowledge, skills and abilities possessed by the workforce. Capacity building in most organizations is a continuous act or exercise. Labour productivity is expected to increase as employees are trained to attain some levels of efficacy, resulting in individuals who perform better on the job and the organisation becomes more productive (Kucherov & Manokhina, 2017). The inexorable march of time and the ceaseless glamour for social change combine to make adaptability and continuing preparation of the workforce as inevitable as the initial acquisition of knowledge and skills. This cannot happen if employees' capacity building does not occur in an enterprise. In other to maximize the productivity and efficiency of the organization, every executive, manager or supervisor in a public or private organization has the responsibility and indeed, the compelling duty to ensure the development of employees who have requisite knowledge and expertise (Dada, 2014).

Organizations can adopt various human resource management practices to enhance employee skills. First, many organisations make efforts to improving the quality of the individuals that are recently hired, or to raise the skills and abilities of current employees. This can be done by providing comprehensive training on the job and other developmental activities after selection process must have been concluded (Nwankwo & Okorie, 2015). Considerable evidence suggests that investments in training produce beneficial organizational outcomes. The success or failure of an organization in its strive to achieving goals will largely be determined by the activities of employees in carrying out task assigned to them by the organization. One of the company goals is to increase employee performance that will lead to improvement of company performance. The high performance will increase company productivity, reduce employee turnover rate, as well as confirming the company management style. Conversely, the low employee performance can reduce the quality and productivity of work, increase employee turnover, and decrease the corporate earning capacity of the organisation (Prasetya, 2018).

Capacity building involves the training of staff in relevant skills, competencies and general technical know-how (Ikupolati, *et al.*, 2017). In general terms, *capacity building* is a process or activity that improves the ability of a person or entity to carry out stated objectives. Capacity building equips employees to achieve organizational goals. Most of the human resource management strategies are focused on employee satisfaction and retention as human resource is the only active resource in an organization which brings competitive edge to the business. Organizations must provide employees the opportunities to groom their talents and knowledge for achieving the organizational goals for mutual benefit. However, it is generally accepted that human resources capacity building as a concept is closely related to education, training and human resource development (Gul, *et al.*, 2012). 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.*, 2017). Indeed, capacity building activities equip empowered employees to achieve organizational goals (Millar &

Doherty, 2016). The authors explain further that individuals keep on developing their capabilities with frequent exposure to variety of situations and added experiences. This enhancement in the professional capabilities drives individuals to secure more challenging jobs of higher professional and financial values. Organizations on the other hand, apply all their resources and energy to acquire best of the best employee within their reach. This creates the need for integrating individual professional needs with organization need through capacity development strategies. However, past studies such as Olufemi (2018), Otibene (2016), Fekade (2017), Esione and Okeke, (2019) and Olisaeloka (2022) have revealed diverse dimensions of capacity building which include; coaching, training, skill acquisition, mentoring, and employee orientation. This study adopted the measures stipulated by Esione and Okeke, (2019) which are; mentoring, on-the-job training, off-the-job training and employee orientation as they are associated with the organization under study.

Statement of the Problem

The increasing demand of the workplace has continued to pose enormous need to employees to improve their capacity to meet employers or organizational goals. The rate of competition in for some decades has remained unabated. This has left employees with series of decisions and tasks to make and implement in other to deliver the required results. New challenges and issues continue to emerge every time and better strategies are also required to resolve such. In order to design an outstanding strategy that will deliver result, it is pertinent that employees' operating capacity is upgraded to carry out their job. Furthermore, the constant changes currently happening in the world of technology is a problem to employees today as they need to keep abreast with these changes in order to remain relevant and competitive. In the light of the aforementioned challenges Society for Family Health (SFH) in Abuja, Nigeria designed a capacity building programme in order to ensure steady delivery of performance by the employees in terms of the organization's operations. Surprisingly, Society for Family Health (SFH) in Abuja, Nigeria, considering the enormity of the resources invested in the capacity building programmes of her staff the performance level from the employees is short of target. Capacity building practices such as on-the-job training, off-the-job training, skill acquisition and coaching has often been adopted in order to enhance employees' performance in (SFH) Society for Family Health in Abuja, Nigeria. It is on this basis this study was initiated to ascertain the effect of capacity building and employee performance in Society for Family Health (SFH) in Abuja, Nigeria.

Research Questions

The following research questions will be addressed in this study:

- i. What effect does mentoring have on employee performance in (SFH) Society for Family Health in Abuja, Nigeria?
- ii. How does on-the-job training affect employee performance in (SFH) Society for Family Health in Abuja, Nigeria?
- iii. To what extent does off-the-job affect employee performance in (SFH) Society for Family Health in Abuja, Nigeria?
- iv. What effect does employees Orientation affect employee performance in (SFH) Society for Family Health in Abuja, Nigeria?

OBJECTIVES OF THE STUDY

The main objective of this study is to examine the effect of capacity building on employee performance in Society for Family Health (SFH) in Abuja, Nigeria. other specific objectives are to:

- i. explore the effect of mentoring on employee performance in (SFH) Society for Family Health in Abuja, Nigeria.
- ii. assess the effect of on-the-job training on employee performance in (SFH) Society for Family Health in Abuja, Nigeria.
- iii. ascertain the effect of off-the-job training on employee performance in (SFH) Society for Family Health in Abuja, Nigeria.
- iv. evaluate the effect of employee orientation on employee performance in (SFH) Society for Family Health in Abuja, Nigeria.

Statement of Hypotheses

The following null hypotheses were formulated to determine the effect of capacity building on employee performance in (SFH) Society for Family Health in Abuja, Nigeria

- H01:** Mentoring has no significant effect on employee performance in (SFH) Society for Family Health in Abuja, Nigeria
- H02:** On-the-Job training has no significant effect on employee performance in (SFH) Society for Family Health in Abuja, Nigeria
- H03:** Off-the-Job Training has no significant effect on employee performance in (SFH) Society for Family Health in Abuja, Nigeria
- H04:** Employee Orientation has no significant effect on employee performance in (SFH) Society for Family Health in Abuja, Nigeria

LITERATURE REVIEW

Capacity Building

Capacity is the ability of an organization to excel while capacity building is how to develop and strengthen this ability. Capacity building is an ongoing process, which encompasses intellectual capital, social capital and organizational capital for value addition in the gaining of maximum output from factors of production. 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.*, 2017). Human capacity building is important to any nation, as no nation can have sustainable development without improving her human capital (Nwankwo & Okorie, 2015). Capacity building involves equipping people with the knowledge, skill, information and training that makes them carry out their functions effectively in a nation. Capacity building also involves the training of staff in relevant skills, competencies, and the general and technical know-how (Ikupolati *et al.*, 2017). In recent times, capacity building has taken different meanings and interpretations depending on who uses it and in what context it is been 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 holistic view, covering both international and country specific initiatives (Muhammed *et al.*, 2019). Capacity building can be described as a process experienced by individuals, groups, and organizations to improve their background in carrying out their functions/roles and achieve the desired results (Bowles *et al.*, 2016). Capacity building plays a

crucial role in equipping workers with the appropriate skills and knowledge needed to assume higher position in an employment situation.

Capacity building is the development of knowledge, skills and attitudes in individuals and groups of people relevant in design, development, management and maintenance of institutional, 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 behaviour with required performance and behaviour (Miller & Doherty, 2016). The main goal of developing employees' capacity is to help the organization achieve its mission and business goals, as well as develop the desired knowledge, skills, and abilities of the employees, and to perform well on the jobs. This requires effective training programmes that may also affect employees' motivation and commitment (Pinninton & Edwards, 2018). Staff who feel strongly empowered usually have qualities which create a strong sense of self-esteem, good and successful professional performance as well as progress in the work assigned (Ortenblad, *et al.*, 2016)

According to the United Nations Committee of Experts on Public Administration, capacity building takes place at three levels. That is, at the individual level, institutional level, and at the societal level. Capacity building on an individual level means the development of conditions that enable individuals to build and enhance existing knowledge and skills. Furthermore, it requires that, the conditions that will allow individual level capacity building should involve modernizing existing institutions and supporting them in forming sound policies, organizational structures, and effective methods of management and revenue control. The establishment of strong interactive public administrative system that receives feedback from the population and makes public administrations more accountable and responsive is the goal of societal level capacity building (UNCEPA, 2016).

Capacity building is concerned with the sharpening of an existing skill in order to reflect the trends in technology, social, cultural and environmental changes in an organization. Productivity is the goal of today's competitive business world and capacity building can be a spring board to enhance productivity. The aim is to enable them contribute in full measure to the welfare, health and development of the organization Onah cited in (Umar et al., 2019). The main objective of capacity building and development is to increase the efficiency of employees with the resulting increase in corporate productivity. This accounts for why a large number of fund and time is expended by organizations at one period or the other in the improvement of the skills of their employees at various levels.

Mentoring

Fernandes and Flores cited in Ofobruku and Nwakoby (2015), mentoring is 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 today one of the strategies created and promoted by administrative authorities to train its employees and promote competitive staff advantages (Ojeaga & Okolocha, 2020). 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 endeavour (Okurame, 2018). In a mentoring relationship, a more informed and experienced person (mentor) serves as a guide, counsellor, role model, and teacher of a person (mentee) who is less knowledgeable or experienced to share guidance, ideas, and knowledge and providing assistance to the mentee's personal and professional development (Ojeaga & Okolocha, 2020). 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 (Bilesanmi cited in Uju *et al.*, 2022).

On-the-Job Training

On-the-job training consists 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 (Thomas & Usam 2019). 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.

Off-the-Job Training

These are training which are not directly carried out on the main job itself. Thomas and Usam (2019) stipulated that exercises which may include, 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. According to Ejiogu (2020) off-the-job training would include lecture, vestibule training, role playing, case study, discussion and simulation.

Employee Orientation

This involves enlightening employees on the values, norms, vision and goals without the exclusion of the organization's culture to new employees. According to Richards (2017) employee orientation program benefits the institution by providing a chance to introduce workers to the basics of the institution and their jobs from an administrative point of view. Workers benefit from learning the vital regulations and job details and position. Employees will complete essential rules and regulations, obtain and review the employee manual, learn regarding and sign up for benefits and learn about some very basic elements of the new position. Employee orientation is an essential aspect of training, where a new recruit is introduced to his/her new working environment, the co-workers and the policies and procedures, rules and regulations of the organization (Bennett, 2018). Orientation is a necessary support for employees to familiarize themselves with the new work

environment, quicken their productivity and reduce the burden of supervisors and managers to train new employees (Kim *et al.*, 2015).

Employee Performance

Ahmed *et al.*, (2020) defined performance as measuring the actual results of employees in the organization against the organizational standards to identify the variations and take decision towards improving or sustaining the forces that arise from the variations. Performance is the work quality and quantity achieved by an employee in carrying out his tasks based on his responsibility (Dalimunthe *et al.*, 2016). The use of effective and directed labour is the key to improving employee performance, so that company policy is needed through the application of a good organizational structure in moving the workforce to work more productively in accordance with the plans set by the company. The results of employee work performance, both quality and quantity become performance benchmarks, where quality is the attitude shown by employees in the form of work, neatness, accuracy, and relevance of results and does not ignore the volume of work in doing the work (Muda, & Windari, 2018). Quantity on the other hand, 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 and, measured from the willingness of employees / employees to participate and cooperate with other employees vertically and horizontally so that the results of their work becomes better. It is widely assumed that the improvement in the skills and abilities of workers results in improves employee performance. While there are few studies examining the important connection between employee development programs and improved performance, a small group of studies indicate that employee development programs can have positive effect on performance. Employee's performance is ascertained through multipurpose capacities like human, technological, organizational and institutional level. It starts from top line management but outcomes are achieved from bottom line (employees).

Job satisfaction depicts employees' happiness and fulfillment of their desires at work. It is worker's contentment with their organization and their daily duties and responsibilities (Rana & Singh, 2016). Job Satisfaction has a great influence on employee performance. Satisfied employees are valuable to their organizations because they perform better and they contribute to the overall goals and success of an organization, unlike dissatisfied employees who are considered as a burden to any organization (Shmailan, 2016). According to Abdirahman *et al.*, (2020), job satisfaction is a feeling of contentment that a person feels at work as a form of combination of the psychological environment and the physiological conditions he experiences. Luthans (2015) explains that, job satisfaction is the employee's perception of the good and bad results of their work for the company. Job satisfaction is an enjoyable emotional state that, results from achieving job values. It is an employee's mental perspective that includes the way they feel about their job and the employers' organization (Cronley & Kim, 2017). Pleased and motivated employees often guarantee the organization's long term success and it is believed that, job satisfaction by all employees in any organization is directly related to their level of motivation (Hee *et al.*, 2019).

EMPIRICAL REVIEW

Olisaeloka (2022) examined capacity building (coaching and employee orientation) and employee performance in Plastic Manufacturing Companies in Anambra State. The study investigates the relationship between employee orientations, coaching and job rotation on employee job

performance. Relevant theoretical and empirical literatures were reviewed. The study was anchored on Human Capital Theory. Survey research design was adopted. The study was carried out in Anambra State. The study collected data from both primary and secondary sources. The population of the study comprises 1810 employees of plastic manufacturing firms in Anambra State. Borg and Gall formular (2002) was employed to determine the sample size of 353. The study used questionnaire as the tool for obtaining necessary data for the research. Data analysis was facilitated using the statistical package for the Social Sciences (SPSS). Simple percentage was used in answering the research questions, while Pearson Moment Correlation Coefficient was used in testing hypotheses. From the analysis it was discovered that employee orientation has a significant positive relationship with employee performance, coaching has a significant positive relationship with employee performance and job rotation has a significant positive relationship with employee performance in plastic manufacturing companies in Anambra State. The study recommended among others that employee orientation should be done in a conducive environment with all the necessary facilities and refreshment package to motivate employees to attend orientation programmes in their numbers. Organization should evaluate coaching type of training and development programs in order to assess its effectiveness in learning outcomes of employee. Organization should initiate policy for on the job rotation training since job rotation exposes employees to a variety of skills and career development.

Esione and Okeke (2019) examined the effect of capacity building (on-the-job training, off-the-job training, technological knowledge acquisition and organisational mentorship) on productivity using the two leading players in the alcoholic beverage manufacturing sector (Nigeria Breweries Plc., Lagos and Guinness Nigeria Plc) as case study. Survey design, systematic and stratified sampling techniques were employed to draw a sample of three hundred and sixty (360) respondents comprising 212 (58.9%) males and 148 (41.1%) females who participated in the study. Data was collected using validated scales designed for the purpose of this study. Four (4) hypotheses were formulated and tested using simple and multiple regression analysis namely that there is no significant effects of on-the-job training, off-the-job training, technological knowledge acquisition and organisational mentorship on productivity and that there is no significant effect of capacity building on productivity. The results showed that the four dimensions of the independent variable (i.e. on-the-job training, off-the-job training, technological knowledge acquisition and organisational mentorship)

Fekade (2017) examined the impact of employee capacity development (promotion, employee retention, training and development) on US Embassy, its successfulness and more specifically employee's capacity and capability development in the US Embassy. Descriptive survey design is believed to be appropriate for this study as it consists of mainly how and why questions of the study, behavioural 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 was employed for the study and data were collected using qualitative and quantitative types of data 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 organizations success of the Embassy. Interestingly though, the study indicated that

promotion and employee retention are adversely and significantly correlated with organizations success. So organization should carefully design employee's promotion strategy. The study further showed that promotion is not the priority of employees; they prefer to be offered training and development opportunities as well as empowerment practices.

Olufemi (2018), examined the impact of the Human Capacity Building (formal and informal training, on-the-job training and job-specific training) 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 prices; establishment of skills acquisition centres.

Otibene (2016), examined the effects of capacity development strategies (effective financial management, human resource development and information management, communication and technology as well as continuous automation of systems) on performance of the Department for International Development (DFID) in Kenya. The specific objectives were to identify the capacity development strategies employed by DFID in Kenya and the effects of these strategies on the overall performance of the organization. A number of theories were reviewed by the researcher that forms the basis for organisational capacity development strategies and their underpinnings discussed at length. These theories include the performance and human development theories; dynamic capabilities and capacity building theories; and the knowledge based theory. Business competition in both the internal and external environments drives organisations to quest for new approaches that are adequate to meet the competitive business environment. The findings established that DFID capacity development strategies included effective financial management, human resource development and information management, communication and technology as well as continuous automation of systems. These capacity development strategies contributed to the timely fund flows to project beneficiaries, accurate financial forecasting, effective programme management and enhanced relationships between employer and employees as well as with project implementation partners and other stakeholders affiliated to DFID operations in Kenya.

THEORETICAL FRAMEWORK

Dynamic Capabilities Theory

The resource management of the organization is viewed through the dynamic capabilities notion. Business competition in both internal and external environment drives the firms in the quest for new approaches that are adequate to meet the competitive business environment. According to Boesen and Therkildsen, (2004), Capacity development initiatives are key pillars in the learning approaches. The effects of capacity development initiatives affect organisations and individuals through the skills and knowledge achieved, and emphasized through capacity development strategies. Individual learning directly contributes to organizational learning through policies, processes, information management and reward systems based on the overall objectives of the organisation (Palmer & Kaplan, 2014).The business external and internal environment is meant

to maximise on the capacity development gains that lead to robust policies and operational structures which can better the functional performance of the organisation. According to Murphy and Hill (2012), the approach to capacity development is three fold; marketing, staff development and ICT/innovations. Hence this theory supports the (SFH) Society for Family Health in Abuja, Nigeria on staff learning and development where only about ten percent of the expected skills and professional knowledge is attained through education and formal training. Mentorship and coaching contributes to takes twenty percent and on job capacity training opportunities account for seventy percent of the skills and knowledge acquisition efforts. Innovation and technology has a central role in the realization of new and better capacity development initiatives for the enhancement of organizational information. According to Barreto, (2010), the value and performance of an organization is measured by the level of intellectual and employee capacity. Empowered staffs have confidence, room for creativity and ability to maintain and enhance the overall performance of the organization. Staff knowledge is key in cementing the capability of employees to make distinctions in the execution of their responsibilities in different contexts through a set of attributes and skills attained over time. Knowledge is considered as the most strategic and important resource to organizations (Teece, 2000). It is however argued that the knowledge based theory advocates for the implicit harnessing of knowledge held by an organization's employees. This is one of the most valuable substances that is not stored in technological information system. The knowledge held by employees is important for their self-development and motivation; in return contributes to the overall performance of the organization.

Dynamic capability theory propounded by Selznick and Eisenhardt in 1980s underpins this study. The theory exhibits some common elements across a number of firms and the individual approaches that enhance competitive advantage (Eisenhardt & Martin, 2000). The theory presupposes a wide range of processes, resources and capabilities within a business company. The innovation, capacity development and performance related outcome at (SFH) Society for Family Health in Abuja, Nigeria are linked to the dynamic capabilities of the available resources within the organization.

METHODOLOGY

This study employed a survey research design, and the population of the study comprises of 1128 employees currently working in (SFH) Society for Family Health in Abuja, Nigeria. A well-structured closed-ended questionnaire was adopted to elicit objective responses. Taro Yamane (1967) simplified formula for sample size calculation was used. This is evidenced in the study of Atanda (2021).

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

Where;

n = sample size,

N = population,

e² = Margin of error (assumed 5% or 0.05),

1 = unity or constant value

$$n = \frac{1128}{1 + 1128(0.05)^2} \quad n = \frac{1128}{1 + 1128(0.0025)} \quad n = \frac{1128}{1 + 2.82} \quad n = \frac{1128}{3.82} \quad n = 295$$

While the calculated sample size using the Taro Yamane formula is 295, Singh and Masuku (2014) states the need to add 10% to make up for some questionnaire that may not be returned and those that cannot be contacted.

Therefore; 10% of sample size, n is $295 \times 0.1 = 29.5$ approximately 30
 Add 10%, which is 30 of the sample size to 295 sample size and
 Total sample size = **325**

Reliability Test

However, the research instrument (questionnaire) was subjected to test of reliability. Reliability is used to test for the internal consistency of each of the questions (variables) in the questionnaire. Reliability was used to test the extent of questions accuracy in the instrument. The most convenient method for testing internal consistency is the Cronbach’s Alpha, which is computed with the following model below:

$$\alpha = \frac{Nr}{1 + r(N - 1)}$$

Where:

α = Cronbach Alpha

N= the number of items in the scale

r= the mean inter-item correlation

A minimum Cronbach’s Alpha value of 0.7 is stated to be reliable (Ritter, 2010). The results of the reliability of the instrument are presented on the table below:

Table 1: Reliability Test

Variables	Cronbach’s Alpha
Mentoring	.77
On-the-job-training	.80
Off-the-job-training	.73
Employee Orientation	.77
Employee Performance	.79

Source: Researcher’s computation, 2023.

The above table indicate the reliability of the instrument of the variables showing the Alpha value above the threshold of 0.7, which means that the instrument is reliable.

Model Specification

To measure the relationship between dependent and independent variables, multiple linear regression analysis was employed to test the hypotheses formulated as similarly applicable in the studies of Obajiet *al.*, (2017).

$$EMP = \beta_0 + \beta_1MNT + \beta_2 ONT + \beta_3OFT + \beta_4EOT + \varepsilon$$

Where: EMP = Employee Performance (Job satisfaction)

MNT= Mentoring

ONT = On-the-Job-Training

OFT = Off-the-Job-Training

EMR = Employee orientation

β = Coefficient

ε = Error term

Data Analysis and Result

From the total of 325 questionnaires administered, only 301 were valid out of the 317 returned questionnaire which were considered for the analysis.

Correlation Analysis

Table 2: Correlation Analysis

		Correlations				
		EMP	MNT	ONT	OFT	EMR
EMP	Pearson Correlation	1	.587**	.831**	.815**	.736**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	301	301	301	301	301
MNT	Pearson Correlation	.587**	1	.644**	.654**	.722**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	301	301	301	301	301
ONT	Pearson Correlation	.831**	.644**	1	.918**	.816**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	301	301	301	301	301
OFT	Pearson Correlation	.815**	.654**	.918**	1	.829**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	301	301	301	301	301
EMR	Pearson Correlation	.736**	.722**	.816**	.829**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	301	301	301	301	301

** . Correlation is significant at the 0.05 level (2-tailed).

Table 2 shows that there is a strong positive association between Mentoring (MNT) and employee performance at 5% level of significance with a correlation co-efficient of (0.587). This implies that mentoring has a strong positive relationship with employee performance in Society for Family Health (SFH) in Abuja, Nigeria

On-the-Job Training (ONT) has positive and strong relationship with employee performance in Society for Family Health (SFH) in Abuja, Nigeria at 5% level of Significance with a correlation co-efficient of (0.831). The implication is that, there is a positive and strong relationship between On-the-Job Training and employee performance in (SFH) Society for Family Health in Abuja, Nigeria.

Also, there is a positive and strong relationship between Off-the-Job Training (OFT) and employee performance at 5% level of significance with correlation co-efficient of (0.815). This means that Off-the-Job Training has a positive and strong relationship with employee performance in (SFH) Society for Family Health in Abuja, Nigeria.

Finally, there is a positive strong relationship between Employee Orientation (EOT) and employee performance at 5% level of significance with correlation co-efficient of (0.736). This means that Employee Orientation has a positive and strong relationship with employee performance in (SFH) Society for Family Health in Abuja, Nigeria.

Regression Result

Table 3: Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.842 ^a	.709	.706	.48830

a. Predictors: (Constant), EMR, MNT, ONT, OFT

Table 3 above shows the co-efficient of the regression R² with a value of (0.709) which means that (70.9%) of the variation in employee performance can be explained by Mentoring, On-the-Job Training (ONT), Off-the-Job Training and Employee Orientation. While the remaining value of (0.301) representing (30.1%) can be explained by other related factors not stated in the regression model.

Table 4: ANOVA

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	172.920	4	43.230	181.303	.000 ^b
	Residual	70.817	297	.238		
	Total	243.737	301			

a. Dependent Variable: EMP

b. Predictors: (Constant), EMR, MNT, ONT, OFT

Decision Rule: 5% level of significance

Table 4 shows the fitness of the model earlier formulated. Considering the F-statistics value of (181.920) with a tabulated p-value of (0.000) which is less than the 5% level of significance i.e., (0.000<0.05). The implication is that, the model is well fitted and the null hypotheses can be rejected and concluded that, Capacity Building has significant effect employee performance in (SFH) Society for Family Health in Abuja, Nigeria.

Table 5: Co-efficient

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	.410	.146		2.817	.005
	MNT	.011	.049	.010	.221	.825
	ONT	.486	.083	.476	5.856	.000
	OFT	.267	.085	.265	3.146	.002
	EMR	.125	.060	.126	2.075	.039

a. Dependent Variable: EMP

Table 5 shows the co-efficient of Mentoring (0.011) which is positive but insignificant considering the T-statistic value of (0.010) and the p-value (0.825) greater than (0.005) in employee performance in Society for Family Health (SFH) in Abuja, Nigeria. EMP = 0.410 + 0.011log_MNT shows that employees Performance increases by 0.1% for every 1% increase in

the Mentoring in Society for Family Health (SFH) in Abuja, Nigeria. This implies that (SFH) Society for Family Health in Abuja, Nigeria adopt mentoring but is ineffective in sustaining performance.

Second, the co-efficient of On-the-Job Training (ONT) (0.486) is positive and significant considering the T-statistic value (5.856) and the p-value (0.000) in improving in employee performance in (SFH) Society for Family Health in Abuja, Nigeria. $EMP = 0.410 + 0.486\log_ONT$ shows that employees Performance increases by 48.6% at every 1% increase in On-the-Job Training in Society for Family Health (SFH) in Abuja, Nigeria. This implies that (SFH) Society for Family Health in Abuja, Nigeria is doing well in terms of the implementation of On-the-Job Training programs.

Additionally, the co-efficient of Off-the-Job Training (0.267) is positive and significant considering the T-statistic (3.146) value and the p-value of (0.002) in enhancing employee performance in (SFH) Society for Family Health in Abuja, Nigeria. $EMP = 0.410 + 0.267\log_OFT$ shows that employee performance increases by 26.7% for every 1% increase in Off-the-Job Training in Society for Family Health (SFH) in Abuja, Nigeria. This implies that Society for Family Health (SFH) in Abuja, Nigeria offers good Off-the-Job Training to it staff.

Last, the co-efficient of Employee Orientation (0.125) is though positive and significant considering the T-statistic (2.075) value and the p-value (0.039) in enhancing employee performance in (SFH) Society for Family Health in Abuja, Nigeria. $EMP = 0.410 + 0.125\log_EOT$ shows that employee performance increases by 12.5% for every 1% increase in the Employee Orientation in (SFH) Society for Family Health in Abuja, Nigeria. This implies that Society for Family Health (SFH) in Abuja, Nigeria is doing enough in orientating employees on the values and vision of the organization.

TEST OF HYPOTHESES

Hypothesis One

H₀₁: Mentoring has no significant effect on employee performance in (SFH) Society for Family Health in Abuja, Nigeria

The result from the co-efficient table shows that Mentoring with a co-efficient value of (0.011) implies that Mentoring has a positive but insignificant effect on employee performance in (SFH) Society for Family Health in Abuja, Nigeria due to the significant value of (0.825) is greater than p-value of (0.05). This therefore means that Mentoring influences employee performance, and led to the acceptance of the null hypothesis which states that there is no significant effect of Mentoring on employee performance in (SFH) Society for Family Health in Abuja, Nigeria, while, the alternative hypothesis is rejected.

Hypothesis Two

H₀₂: On-the-Job training has no significant effect on employee performance in (SFH) Society for Family Health in Abuja, Nigeria.

The co-efficient value of On-the-Job training has a positive value of (0.486) with a probability value of (0.000). This indicated that On-the-Job training has positive effect on employee

performance in (SFH) Society for Family Health in Abuja, Nigeria and is statistically significant at (5%) as the probability value of (0.000) is less than (0.05). This therefore means that On-the-Job training contribute to employee performance.

Hypothesis Three

H₀₃: Off-the-Job Training has no significant effect on employee performance in (SFH) Society for Family Health in Abuja, Nigeria.

The result from the co-efficient table shows that Off-the-Job Training has a co-efficient value of (0.267) which implies that Off-the-Job Training has a positive effect on employee performance in (SFH) Society for Family Health in Abuja, Nigeria as the probability value of (0.002) is less than the significant value of 5%(0.05). This is an indication that Off-the-Job Training positively impact employee performance, and therefore, the alternative hypothesis is accepted, while the null hypothesis is rejected.

Hypothesis Four

H₀₄: Employee Orientation has no significant effect on employee performance in (SFH) Society for Family Health in Abuja, Nigeria.

Finally, the result from the co-efficient table also shows that Employee Orientation has a co-efficient value of (0.125) which implies that Employee Orientation has a positive effect on employee performance in (SFH) Society for Family Health in Abuja, Nigeria and the significant value of (0.039) is less than the p-value of 5%(0.05). This is an indication that Employee Orientation contribute to employee performance in (SFH) Society for Family Health in Abuja, Nigeria, therefore, the alternative hypothesis is accepted, while the null hypothesis is rejected.

DISCUSSION OF FINDINGS

Based on the data analysed the following findings were discovered.

The first hypothesis reveal that, Mentoring has a positive but insignificant effect on employee performance in (SFH) Society for Family Health in Abuja, Nigeria as the significant value of (0.825) is greater than p-value of (0.05). This outcome is agreement with the findings of Esione and Okeke, (2019) which indicate that, there is no significant effect of organisational mentorship on employees productivity.

The second hypothesis indicate that On-the-Job training has positive effect on employee performance in (SFH) Society for Family Health in Abuja, Nigeria and is statistically significant at (5%) as the probability value of (0.000) is less than (0.05). The result is in tandem with the findings of Olufemi (2018) who stipulate that SME owners adopt various training approaches like formal and informal training, on-the-job training and job-specific training to employees' capacity.

Third hypothesis shows that Off-the-Job Training has a positive effect on employee performance in (SFH) Society for Family Health in Abuja, Nigeria as the probability value of (0.002) is less than the significant value of 5%(0.05). This is in line with the findings of Fekade (2017) who reveal that training and development is one of the most important factors in organizations success of the Embassy.

Last, the fourth hypothesis reveals that Employee Orientation has a positive effect on employee performance in (SFH) Society for Family Health in Abuja, Nigeria and the significant value of (0.039) is less than the p-value of 5% (0.05). This finding is in agreement with the findings of Olisaeloka (2022) which discovered that employee orientation has a significant positive relationship with employee performance.

CONCLUSION AND RECOMMENDATIONS

However, the study concludes that mentoring has a positive but insignificant effect on employees' performance in (SFH) Society for Family Health in Abuja, Nigeria, while On-the-Job training, Off-the-Job Training and Employee Orientation are positive and significant.

The following recommendations were:

The Management of Society for Family Health in Abuja, Nigeria should embrace mentoring as a strategy to raise junior employees to occupy top management positions as this will create organizational harmony and sustainable growth.

There should be provision for special incentives in Society for Family Health in Abuja, Nigeria for health workers who have shown creativity and innovation on the job training as this will stimulate competition amongst the workers.

The management of Society for Family Health in Abuja, Nigeria should ensure that adequate and equitable platforms are made available to every worker to improve their capacity without any form of constraints.

Employees of Society for Family Health in Abuja, Nigeria must always ensure that employees are acquainted with the organization's values, goals and norms before they are fully infused into the organization as this will enhance the employees' understanding of the requirements for performance target.

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