

**CRITICAL ASSESSMENT OF THE CHALLENGES OF CAPACITY BUILDING  
AND EMPLOYEES PERFORMANCE IN UNIVERSITIES OF TECHNOLOGY  
IN SOUTHWESTERN NIGERIA**

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**Abstract**

*The study assessed the challenges of capacity building and employee performance, while it also examined the effect of training on performance of employees and determined the extent to which employee's job performance was influenced by leadership style in selected Universities of Technology, in Southwestern, Nigeria. The research employed a Correlation Design, which was due to the nature of the research as it found out relationship that exists between the dependent variable (employee's job performance) and the independent variable (Capacity building in organizations). Primary data were sourced through administration of questionnaire to obtain data from the respondents in four universities of technology in Southwestern Nigeria, namely: Federal University of Technology, Akure (FUTA), Ladoko Akintola University of Technology, Ogbomoso (LAUTECH), Bells University of Science and Technology, Ota and Wesley University of Technology, Ondo (WUSTO). Stratified random sampling technique was used in selecting three hundred (300) respondents, (100, 100, 50, 50) respectively from the universities using management, senior and junior staff for stratification. The data collected were analysed using both descriptive and inferential statistics at 0.05 level of significance. The independent t-test result revealed that the null hypothesis (Ho) which said that there was no challenges facing capacity building on employees' performance was rejected and the alternate hypothesis (H1) was accepted, which implied that the selected institutions faced*

*challenges on attempt to facilitate and enhanced employees' capacity building. The study also revealed that training and leadership style had positive effect on employees' job performance in the institutions. In conclusion, Poor organisational decisions on the part of the management/leadership may result in wasted and ineffective capacity-building programmes. The study recommended that capacity building must be done periodically so as to effectively capture every area where training is necessary and the institutions should ensure staff oriented organizational structure, policies and frameworks of interpersonal relationship within the universities.*

**Keywords:** Capacity building, Challenges, Employee job performance, Training, Leadership Style

### **Introduction**

Capacity building and employee's performance must be based on a need analysis derived from a comparison of actual performance and behavior which required performance and behavior. Capacity building and staff performance is one of the major ways organization invests in the workforce for greater return today and even in the foreseeable future (Williams, 2007)

Organizational effectiveness rests on the efficient and effective performance of workforce that makeup the organization. The efficient and effective performance of the workforce in turn, rests on the richness of the knowledge, skills and abilities possessed by the workforce. Capacity building and development in most organizations is a continuous act/exercise. 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 and development do not occur in an enterprise. In order 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 bounding duty to ensure the development of their employees who have requisite knowledge and expertise (Dada, 2007).

Capacity building is like sharpening an existing skill in order to reflect the trends in technology and other social cultural environmental

changes of an organization. The aim is to enable them contribute their full measure to the welfare, health and development of the organisation (Onah, 2009). The main objective of capacity building is to increase efficiency of employees with the resulting increase in corporate productivity. The principal intention of capacity building according to Akinola (2007) is to equip people with the knowledge required to qualify them for a particular position of employment or to improve their skills and efficiency in the position they already hold.

In spite of the aim and objectives of capacity building, it is not yet embraced by some work organisation therefore, the aim of this research is to accessed the challenges of capacity building and employees performance and examined the effect of leadership style and training on employees' job performance , any organisation that has no plan for the capacity building and development of its staff is less than dynamic, for learning is a continuous process and acquired skills get obsolete when the environment changes. Also, a popular caption in the field of personnel management says, "If you think capacity building and development are expensive, try ignorance". While capacity building and development prosper organisation, ignorance destroys it. Therefore, workers like machines must be updated on constant basis or else, they end up becoming obsolete or misfit (Muhtar, 2007)

### **Employee Performance**

Cascio (2002) refers to performance as an employee's accomplishment of assigned tasks. He posited further that pre-determined standards are set against which actual performances are measured and that without any rule of measurement it will be difficult to assess performance. In other words, before claims can be made that people are under-performing, there must be some performance expectations. The objective of employee performance analysis exercise is to review employee performance against standards set and identify strengths and weaknesses of individuals both in terms of personal characteristics and delivering skills (Goss, 2004).

### **Statement of the Problem**

Capacity building mindset had not been embraced by some organisations because capacity building demands a different kind of

partnership, where both parties contribute and learn from one another and where the focus is on two things: the organisation's work itself and effective ways to make the organisation work last over time.

Capacity building requires a period of time to achieve, it is often intangible, it is difficult to provide evidence of its results or to celebrate its impact, as a result of this it does not necessarily lead to an immediate sense of satisfaction and sometimes, employer or employees may want to celebrate a "quick win" or feel a sense of accomplishment at a job well done. It also focuses on sustaining change, which often requires underlying structural power differences and changing power structures is often more difficult than addressing a symptom caused by the underlying problem. Despite these challenges, capacity building is an important element of lasting organization work.

This study is therefore, embarked upon to point out some challenges on capacity building and employee's performance that are needed to be addressed for a carefully planned and sustained capacity building process that would enhance job performance of employees in organisation.

#### **Objectives of the study**

- i. assess the challenges of capacity building and employee performance in the organisations;
- ii. examine the effect of training on job performance of employees in the universities; and
- iii. determine the extent at which leadership style influences employee's job performance in the institutions.

#### **Research Questions**

- i. what are the challenges of capacity building and employees' performance in the selected educational institutions?
- ii. does training has effect on employees' job performance in the selected institutions ? and
- iii. what impact does leadership style has on employee's job performance?

#### **Justification for the Study**

The study examined the extent to which organisation's capacity building act as a stimulus for job performance of non-teaching staff in

Universities of Technology in Nigeria. The study therefore assessed, appraised and evaluated the challenges of capacity building and employees' performance and the effect of leadership styles and training on employee's job performance in the listed institutions with a view to proffering appropriate solutions for improvement. Also, the study was embarked on because attention to capacity building had been inadequate for the need of the day or to correct entrenched notions, opinions and view point which are considered inadequate or incorrect. A synthesis (combination) of the above factors is a further justification for the study.

### **Methodology**

The research employed a Correlation Design. This is due to the nature of the research as it sought to find out relationship that exists between the dependent variable (employee's job performance) and the independent variable (Capacity building in organizations). Disproportionate Stratified random sampling method was adopted for the study. Three hundred (300) employees in the four Universities of Technology participated in the study as shown on table 1. Selection cuts across junior and senior cadre, 100 respondents each were selected respectively from the two government owned Universities of technologies namely: FUTA, Akure and LAUTECH, Ogbomoso because of their strong and large staff strength while, 50 respondents each was selected in the private institutions i.e. The Bells University, Ota and Wesley University of Science and Technology, Ondo (WUSTO) in various staff categories mentioned above given a total of 300 respondents. Questionnaire titled Capacity Building and Job Performance of Employees in Universities of Technology in Southwestern Nigeria was used to gather data from the respondents. The questionnaire consists of three sections namely: the biodata information like: age, level in the organization, marital status, gender, and department/unit, respondent's position and so on. Capacity building questionnaire (CBQ) and the perceived job performance scale.

**Table 1: Distribution of Respondents**

Institutions	Senior staff	Junior staff	Total number of Respondents per Institution
FUTA	30	70	100
LAUTECH	35	65	100
BELLS UNI.	11	38	50
WUSTO,	11	38	50
			<b>*300</b>

**\*Total number of respondents = 300**

**Source: Researcher's field survey, September, 2012**

### Findings and Discussion

#### Hypothesis of the Study

The hypothesis of this study is stated below:

**Ho:** There is no significant challenge facing capacity building and employees' performance in Universities of Technology in Southwestern Nigeria

**Table 2: Challenges facing Capacity Building and Employees' Performance in the Universities of Technology using Independent t-test**

Levene's Test for Equality of Variances		t-test for Equality of Means				95% Confidence Interval of the Difference		
F	Sig (p).	T	Df	Sig.(2-tailed)	Mean Difference	Std.Error Difference	Lower	Upper
11.214	.001	2.423	235.364	.000	1.33	.135	.061	.592

**P<0.005**

**Source: Field survey, 2012**

Table 2 showed that  $F = 11.214$  and  $\text{Sig} (p) = 0.001$ , which indicated that  $p < 0.05$ , thus, there is no homogeneity of variances between the two variables, meaning that the variances between the two variables are not equal. This gives us the t-value ( $t = 2.423$ ) and the degree of freedom ( $df = 235$ ). Sig (2-tailed) value, which is the actual probability of making a Type 1 error, which is 0.000 from the table above. So, the two-tailed significance (p-value) of 0.000 is less than 0.001. Hence, the difference between means is significant at  $p < 0.001$ . This is expressed as:  $t = 2.423$ ,  $df = 235$ ,  $p < 0.001$ . Therefore, null hypothesis was rejected and it was concluded that, there was statistical significant difference between the two groups in terms of relationship between Capacity Building and employees' performance and the alternate hypothesis (H1) was accepted.

**Table 3: The Challenges facing Capacity Building and Employees' performance in Organisations by Gender**

Variables	Sex	N	Mean	Std. Deviation	Std. Error Mean
Challenge on Capacity Building Employee Performance	Male	147	6.24	17.49	.087
	Female	113	4.91	14.98	.103

**P<0.005**

**Source: Field survey, 2012**

Table 3 revealed that both male and female respondents agreed that there were challenges facing capacity building and employees job performance in an organisation.

**Table 4: Distribution of Respondents by Training**

Q. No.	Variable	Responses	Weight	Percentage (%)			Total Respondents	%
				Management	Senior	Junior		
1-3	Training	Strongly Agree	2	2	46	88	136	46
		Agree	1	1	40	28	68	23
		Undecided	0	0	18	14	32	11
		Disagree	0	0	20	8	29	10
		Strongly Disagree	0	0	19	13	32	11
							297	100

**P<0.05**

**Source: Field survey, 2012.**

Table 4 shows that, most of the junior and senior staff agreed and strongly agreed with the fact that, they will perform better when they are well trained. The only four management staff among the respondents also strongly agreed that training is essential, irrespective of one's position at work. The implication of this is that, the position of the workers slated for capacity building goes a long way in influencing the impact of the capacity building exercise.

**Table 5: Distribution of Respondents by Leadership Style**

Q. No.	Variable	Responses	Weight	Frequency (F)								
				Management			Senior			Junior		
				1-10 Yrs	11-20 Yrs	21-30 Yrs	1-10 Yrs	11-20 Yrs	21-30 Yrs	1-10 Yrs	11-20 Yrs	21-30 Yrs
1-3	Leadership	Strongly Agree	5	3	1	4	71	20	8	15	5	1
		Agree	4	0	0	0	46	24	9	16	2	0
		Undecided	3	0	0	0	8	1	0	1	3	0
		Disagree	2	0	0	0	2	1	0	3	1	0
		Strongly Disagree	1	0	0	0	6	1	1	1	0	0
		Sub-Total		3	1	4	133	47	18	36	11	1
	Total		8			198			48			

P<0.05

**Source: Field survey, 2012**

Table 5 shows that, the leadership style of an organisation goes a long way in influencing the capacity building and the performance of the employees. Similarly, it was revealed that, in order to ensure the sustainability of the inducement of better performance on the part of the employees, the position and years of service of the employees concerned must be put into consideration. This is as a result of the fact that greater percentage of the junior, senior and management respondents, within 1 to 20 years of service, agreed and strongly agreed that worthy leadership style will induce them to better performance.

**Discussion of Findings**

This study accessed the challenges encountered in Universities of Technology in southwestern Nigeria on capacity building and job performance of employees' using hypothesis. This hypothesis was tested and the results showed that: there were challenges facing organizations on capacity building and employees' performance, hence,

the hypothesis was rejected and the alternate hypothesis was accepted. The hypothesis illustrated the challenges facing organizations on capacity building and employees' performance. The hypothesis explained that an organization faces challenges in attempt to facilitate and enhance employees' capacity building. The test of hypothesis which states that there were challenges facing organizations on capacity building and employee performance can be clearly supported by the systems theory of Von Bertalanffy that capacity building interventions must be clearly stated and must be targeted at those employees who have the related performance need. Von Bertalanffy explained that it is a sad reflection on most organisations that employees often participate in training and development programmes that they do not need. Likewise, there are employees that really do need the capacity-building who are not identified and selected. This problem often centers on poor management/ leadership style and results in wasted and ineffective capacity-building programmes. Bertalanffy explained that if the performance need is properly investigated and analysed, it is a question of effective lines of communication and a rigorous application of selection criteria. This theory supports the result of this hypothesis which states that there were challenges facing organizations on capacity building and employees' performance.

### **Conclusion**

In conclusion, this study illustrated, examined and accessed the challenges of capacity building and employees job performance, effects of leadership style and training on staffs' job performance in the selected universities of technology in the southwestern part of Nigeria. The hypothesis explained that an organization faces challenges in attempt to facilitate and enhance employees' performance through capacity building also, the study revealed that leadership style and training had a positive impact on employees' job performance. There is no doubt that the level of embracement of an organization towards capacity building goes a long way to determine the level of productivity and commitment of staffs to their jobs, the culture of an institution to embark on capacity building stands to be one eminent factor in determining efficiency, productivity and performance of employees' within such an organization.

### **Recommendations**

Capacity building must be done periodically so as to effectively capture every area where training is necessary. Managements should also have a proper understanding of their workers, in other to critically identify the exact type of staff welfare packages and training that is peculiar to their organisations toward achieving their goals.

Also, institutions should ensure staff oriented organizational structure, policies and frameworks as explained by Elton Mayo's theory of interpersonal relationship within the universities where an employee would get involved in the daily activities of the institution and create a better working relationship between the employees' and employer.

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