

## **EFFECT OF HUMAN CAPITAL DEVELOPMENT ON PRODUCTIVITY IN IMO STATE POLYTECHNIC, OMUMA NIGERIA**

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### ***ABSTRACT***

The purpose of this study is to examine the effect of human capital development on productivity in Imo State polytechnic, Omuma. The study argued on the rationale behind the increasing in the number of trained staff without correspondent increase on the productivity of the organization. In this study, the researchers used descriptive survey to gather data and information. The data for the study was raised through both primary and secondary sources. The primary sources include; questionnaire administration and empirical review while the secondary sources were through the review of the related literature from the textbooks, journals, newspapers and so on. The Human Capital theory by Adam Smith (1776) and Theodore Schultz in (1961) were used. A sample size of 360 calculated with Taro Yamane formula with 5% coefficient error estimated was gotten from the population of 1553 staff of the institution. Simple random sampling technique was used in order to give all the members of the staff equal opportunity irrespective of their status to participate in the study. The data presentation, analysis and interpretation were carried out with the use of simple percentage, statistical tables and Pearson correlational analysis. The researchers observed that there are human and structural effects such as; poor motivation, poor infrastructures, and multi campuses system located in rural areas of the state.. The system corruption has undermined the productivity of the institution. The study concludes that poor infrastructures, lack of motivation of the staff, inadequate funding and insecurity affect productivity of the organization. The recommendations include abolition of multi campuses system, provision of infrastructures, security apparatuses and self autonomy of the institution, provision of incentive for staff motivation and adequate funding of the institution, to enhance effectiveness and efficiency production in the Polytechnic.

**Key: Human Capital, Productivity, development, Training, Organization**

## **1. INTRODUCTION**

Human capital development encompasses all forms of development on education, skill acquisition, knowledge building, experiences, creativity and innovation geared towards enhancing individuals 'development and organizational productivity. Boujelbene and Affice (2013) opine that human capital is the employee values creating potential depicted in the knowledge, competence, skills, experiences, abilities and talent of firm employees and managers. Anosa (2021) opine that human capital captures knowledge, professional skills, experience and innovativeness of staff within an organization. Muogbo and Obonnaya (2022) stated that employee performance is viewed as the direct outcome or returns on human capital investment. This is fact and figures having known that, it is quite observed that the training and development of personnel within the institution was made top priority by the management of the institution through TETFund scholarship programmes. This programme has trained reasonable number of staff and students whose efforts, hard work and commitment have impacted positive for the organizational development and productivity since its inception. However, much increase in the output should have brought much expected return in the socio-economic and political and also administrative development of the institution but the reverse is the case; as the growth and the development have been visibly not achieved at all. The multi-campus system affect the population enrolment including relocations which have taken place in different occasions given yield to fear of both the staff and the students who are serving and studying and those searching for admission in the institution to know their fate on environmental adequacy.

This informs Okoye and Eze, (2016) cited in Ogunode(2022) state that training and career development are essential for enhancing the effectiveness of public service delivery, particularly in knowledge-intensive sectors like telecommunications where innovation and regulatory responsiveness are essential. The need for strategic human capital development therefore cannot be over emphasized. Oforegbunam, Ebiringa and Okoroafor(2010) argued that human capital has become an indispensable and dynamic nature of business environment to the point that development of such capacities especially through training has therefore emerged as a necessary requirement in preparing a long term strategic plan of the organization. Becker and Schultz are of the view that for a state to progress politically and socio-economically, human capacity needs to be developed and used effectively in the system. In other words, it is imperatives to say that the varying differences in development

noticeable among countries rests on the sub-structure of not the God's given resources and capital accumulation of the country, but on both the quantity and quality of its human resource (Raymond & Ekponanadum, 2021, p.1). This necessitated the need for improving skills; knowledge and development in human lives to enable improve efficient service and profitability in the organization. Cedar Crestone (2012) opine that organization with workforce management applications have higher operating income growth. The organization succeeds when it relies heavily on human capital management driver, which includes; leadership practices, employee engagement, knowledge accessibility, workforce optimization and learning capacity. These are the target of the management of Imo state polytechnic within the framework of the activities to enhance training and development of her staff and students towards productivity and capacity building.

Daniels, et al (2025) further argued that human capital serves as the intellectual foundation for every study, reinforcing the idea that investment in people through training and career development yield tangible benefits in terms of employee performance. It justifies the assumption that skill development and career growth are not costs but strategic investments with high performance payoffs (Schultz, 1961; Becker 1993). This informs the argument on why human capital development has been adjudged as a panacea for organizational productive performance when sometimes the presence of huge trained personnel still keep productivity low, just like Imo State Polytechnic, Omuma? The absence of infrastructures, poor funding, lack of adequate healthcare, multi campuses operation and its administrative dependence, poor motivation of the staff, government undue interference/leadership issue, system corruption and promotional issues provoke this study which aimed at discovering why human capital development does not necessarily influence organizational productivity in Imo State Polytechnic Omuma. That is the contending issue which led to this study. So, pertinent to the above statement is the study of human capital development and organizational productivity in Imo State polytechnic. The study seeks to find out the impacts of human capital development to productivity in Imo State Polytechnic under high skilled personnel with low productivity. The question now is, does human capital development determine productivity nature of the organization in Imo state polytechnic, Omuma? Does organizational productivity commensurate with its human capital development? What are the constraints of human capital development to organizational productivity in Imo state polytechnic, Omuma? What are the constraints of productivity to organizational development? What significant is human capital development to productivity under

inefficiency in Imo state polytechnic, Omuma? What are the challenges of infrastructure to productivity nature of the organization? What are the ways forward to solve these problems? In achieving this, the researchers adopted descriptive approach in order to unravel these challenges faced by the institution considering the above subject matter; the study tends to achieve the following objectives:

- i. To examine the impacts of human capital development to organizational productivity in Imo State Polytechnic, Omuma.
- ii. To identify the solutions necessary to address the human capital challenges in Imo State Polytechnic, Omuma.

**Research Questions are:**

- i. What are the impacts of human capital development to organizational productivity in Imo State Polytechnic, Omuma?
- ii. What are the necessary solutions to address human capital challenges in Imo State Polytechnic, Omuma?

## **2. LITERATURE REVIEW**

### **2.1 Conceptual Framework**

**2.1.1 Human Capital:** Human capital is an innate, intricate and intangible value that enhances individual personality growth and development. Man is an epitome of human capital (Volejnikova, 2005). World Bank (2021) states that countries investing in people optimally to prevent the hard won human capital gains from being eroded more and builds back better to ensure green, resilient and inclusive development. Human capital is a concept used by human resource professionals to designate useful attributes in production process. It is knowledge, skills, education, creativity and healthcare services which boost the mental, social and economic strength of employees in the production and services. The types of human capital include: Knowledge capital, social capital, emotional capital, biological capital and track record capital. Human capital is an innate, intricate and intangible value that enhances individual personality growth and development. Becker (1993) conceived that human capital includes investment in education, training, skills, health and other values that cannot be separated from individual. World Bank in Mba (2013) stated that ensuring fast economic growth requires three fundamental factors, such as natural capital, physical capital and human capital and among these factors, human capital has a major share of 64% contributions to economic growth. Economic development is in itself the realization of

human potential, without which no realized potential would be possible (Piwowar-sulej, 2021). Human resources not physical capital, not income or materials resources constitute the ultimate basis for the wealth of nations. Capital and natural resources are considered to be passive factors of production, human being are the active agents who accumulate capital, exploit natural resources, build socio-economic and political organization and carry forward national development. This implies that any organization or nation that fails to develop and utilize the knowledge, skills and experiences of its inhabitants will neither grow nor develop anything in its environment (Habison in Mba, 2013). Improving the quality of life, whether through development or not, economic development is the result of the development of human capital (Hassan et al., 2019).

Kucharekova (2011) argue that economic growth cannot be identified through growth of physical capital and technological innovation rather through human capital. Therefore, Man is an epitome of human capital (Volejnikova, 2005). Investing in people (human capital) is the only source of economic growth in a modern economy. Spacey (2018) defines human capital as the productive capacity of labour. This becomes important because of its ability to improve human skills, teaching and learning, creativity and innovative techniques, exploring, harnessing and utilizing those values for intellectual exercise into production and service for environmental resuscitation, stability and development. This has impacted more positive outcome in our socio-economic and political environment. Human capital development enables education system to thrive given room for agriculture and industrialization plans to ensure positive yielding outcome. The state of physical and mental wellbeing remains stable due to constant resuscitation and advancement in technological outfit for health care services.

### **Human Capital Development**

Human capital development is the series of the trainings given for manpower development in the organization. Throughout the whole human history; several major shifts and upheavals occurred that fundamentally transformed social and economic relations and contribute towards shaping up of the human capital. These changes impacted on the innovation and the development of knowledge and the formation of the world order (Hippe 2020; Surya et al, 2020). Schooling, expenditure on medical care and lectures on the virtues of punctuality and honesty are capital. This is because, they raise the earnings, improve health or add to a person's lifetime, expenditure on education, trainings and other values acquiring knowledge and investment on human capital (Becker, 2011). Human capital development is a series of trainings given to individuals for personal growth and development. It is through these skills

acquisition, knowledge buildings, education, knowledge, creativity and innovation and value orientation that enable personnel revival and positive performance in the society for optimal growth and developments. The approaches in the study of human capital development according to Ndinguri et al (2012) is targeted towards improving values, team work and consciousness among individual employees towards ensuring overall performance of an organization.

**2.1.2 Productivity:** Productivity is the relationship between output of goods and services of workers of an organization and inputs of resources (both human and non-human) used in the production process. It is the ratio of output to inputs. The higher the numerical value of this ratio, the greater the productivity. This productivity can be applied at any level, whether for individuals, for work unit, or for the organization (Onah, 2010). Mali, cited in Anosa, (2021) holds that productivity is the measure of how well resources are brought together in organization and utilization for accomplishment of a set result. This definition can be true for most businesses and services engaged in our climb due to the nature of its formation and the principles of its undertaking for profit and loss, but in Imo state polytechnic; funds are utilized for projects and administrative development with no sustainability. For instance, the multi campuses operation in establishment that attracted much capital investment are no longer in use due to the recent abolished of multi campus system after devastating results on the huge lost of students, insecurity and politics of favouritism. Therefore, efficient productivity is an act of reaching the highest level of productivity with the least expenditure of resources. So, investing in people (human capital) is a major source of economic growth in a modern economy. This is because Man is an epitome of human capital (Volejnikova, 2005). Therefore, the indications are as follows:

- (a) A periodic and acceptable increase in gross domestic products
- (b) An increase in housing and other infrastructural development
- (c) An increase in unemployment/employment as a result of increase in the number of graduates and staff training periodically.
- (d) An increase in the economic growth comparing to the past administrations, by improving production of goods and services in both public and private sectors (Anoruo et al, 2020)

### **Empirical Review**

Olonade & Omotoye, (2020) studied human capital development and employee training as it correlates to employee job performance in Redeemer University Ede, Osun. The objectives was to ascertain the significance of human capital development and employee training on employee job performance with the used of research survey design to collect data through primary data method. It was tested through the use of Pearson Correction and Linear Regression analysis. The findings are that human capital development significantly and positively influence employee performance [ $r(98)=401$ , greater than 0.01. Employee Training has significant contribution to employee job performance in Redeemer University Ede, Osun state ( $f(2.97)=7.834$ ,  $PC0.05$ ,  $R^2= 0.139$ ). However, in Imo state polytechnic, Omuma human capital development and job training enhances productivity at 252(89%), 2.87 mean and 1.06 std but system corruption and government policies that yield multi campuses in operation significantly affect productivity to certain extent.

Ughamadu and Ozioma (2016) assessed the state of human capital development in Nigeria with a view to determining the extent to which it can support the Nigeria manufacturing sector in achieving objectives established for it by the countries policy document, Vision 2020. It relies on existing data (secondary) and using OLS techniques to achieve its objectives. It was found that there is a very strong positive relationship between human capital development and organizational productivity. The study opined that development in the country must improve significantly in order to provide the manufacturing sector with the quantity and quality of human capital which will enable it to achieve the objectives of Vision 2020. The similar result was made in Imo state polytechnic and performance would have been the same if not the effect of promotions, multi-campus operation and relocation syndrome which affect the productive performance including the leadership/government interference with unfavorable policy that affect the organizational productivity.

Okuwa et al (2016) studied the impact of human capital development and organizational resilient in selected manufacturing firm in Rivers State. Using simple random sampling technique and Taro Yamane's formula, 119 managers were drawn from the 31 manufacturing firms in Port Harcourt. The statistical tool used was Spearman Rank Order Correlation Coefficient. The findings showed that performance management and trainings have influence on organizational ability and organizational adaptive capacity in manufacturing firms. From the findings, they concluded that human capital development has significant influence on organization resilience.

Muogbo and Obonnaya, (2022) studied the state of employees' performance as viewed in the direct outcome or return on human capital investment. From theoretical lens, performance is not merely a result of natural ability or experience. It is the product of deliberate capacity building efforts when employee are trained and given opportunities for career growth, they are more likely to perform at higher levels contributing meaningfully to organizational goals. The polytechnic subsector mostly Imo state polytechnic where the growth of employee does not attract growth and high performance due to lack of opportunities for career growth to enhance performance due to leadership/government interference coupled with system corruption which have undermined the productivity of the organization. When a staff grow in training and education, it is morally good for him to be allowed/provided with good opportunities for career growth to enhance performance administrative and management for the overall performance of the organization but that is rarely done in Imo state polytechnic Omuma.

### **Theoretical Framework**

The theories used in this study are human capital theory propounded by Adam Smith in (1776) and Theodore Schultz in (1961). However, Adam Smith is a Scottish moral philosopher and a pioneer of political economy as well as the most famous economist who have contributed on human capital development on labour economics. Smith distinguished human capital from labour as a factor of production, captured in his book "An inquiry into the nature and causes of the wealth of nations" published in 1776. Adam Smith in his book opined that the acquisition of the useful abilities (talents) by all the individuals or members of the society is for the maintenance of the acquirer during his education, study or apprenticeship always costs a real expense which is a capital fixed and realizes as it were, in his person. Those talents as they make a part of his fortune, so do them likewise that of the society to which he belongs. The improved dexterity of a workman may be considered in the same light as a machine or instrument of trade which facilitates and abridges labor and which though it costs a certain expense, repays that expense with a profit. Therefore, Adam smith noticed that it is necessary to take into account all workers characteristics (education, ability, talent) which have a significant impact on the output. So, his statement shows the necessity of human capital as an important production factor. Moreso the higher education requires higher costs. On the other hand, the higher education increases workers productivity in turns, it increases output. In wealth of nations one can find a man educated at the expense of much labor and time to any of those employment which require extra-ordinary dexterity and skill,

may be compared to one of those expensive machines. The work which he learns to perform it must be expected, over and above the usual wages of common labor, will replace to him the whole expense of his education. Thus it is possible to use income as a payment for training costs. Therefore, as well as Becker, Adam Smith defined human capital and mentioned that the higher investment into human capital the higher the income the person might get. Thus Adam Smith's study made a huge contribution into the human capital investment as well as into the theory of human capital as a production factor.

However, Schultz's theory fundamentally rooted from macro-economic development theory. Theodore Schultz, (1961) contends that a society should invest in its citizens through expenditures on education, training, research and health that enhance their productive capacity. He believes that human capital is the added value that people bring in an organization. Schultz (1979) opines that human capital involves the increase investment in education and training of the individuals, and individual abilities can be enhanced through education and training that bring about effective change in the performance of jobs. In his further studies, he set out to map out how the rate of return from education could be calculated in countries with different levels of income, different attitudes to forgoing earnings to develop human capital (Severine and Lila, 2009). Therefore, it is consented that the theory acknowledges well trained personnel as a great asset to organizations. It is a potential base of an organization that gives it a competitive advantage over others. Schultz, (1981), took into account the innate and acquired skills that are important and may be invested on to expand and form the human capital. So, investing in people (human capital) is the one of the major sources of economic growth in a modern economy'. He maintains that investing in skills and innate values promote organizational productivity. Human Capital theory is a theory on finance and economics. It articulates that companies should have incentives to promote the human capital of their existing employees. It is also a concept that recognizes labour capital and posits that human beings can increase their productive capacity through greater education and skills training. The theory further analyzes that as the world build up on physical capital, the opportunity cost of going to school reduced. This makes education vital component of the workforce to promote innovation and creativity.

### **Assumptions of human capital theory**

It states that the composition of the employee in form of skills, knowledge, and abilities is the key to organizational performance. Investing in skills and innate values promote

organizational productivity. It is also a concept that recognizes labour capital and posits that human beings can increase their productive capacity through greater education and skills training. Human capital development is the employee knowledge, skills; good health and education that enhance personal and organizational productivity. Organization invests in its citizens through expenditures on education, training, research and health that enhance their productive capacity. Therefore, human capital is the added value that people bring in an organization.

### **The Strengths of Human Capital Theories in Education and Policy Making**

- i. They are used in education research and policy making. They help the policy makers and researchers evaluate the relationship between the educations and training as inputs and economic and social benefits as outputs. Since the assumption stated that increase amount of schooling will bring growth and higher individual wages, Gross domestic product and increase in citizens participation, crime reduction and adequate healthcare services. Therefore, these enable the policy makers evaluate relatively the efficiency of public programs that encourage education (Schooling).
- ii. They provide useful avenue for understanding how policy can be developed to promote individuals investment in their education. These review that embarking in further education (schooling) involve both cost that is spending (sacrificing at present and benefiting through higher wages in future) within individual level. Therefore, adopting human capital theories in this study will help the policy makers develop rational policies geared towards providing avenues for students' loan and enrolment programmes to change individual costs and benefits calculation by reducing the short costs in order to encourage the likelihood of pursuing education increasingly.
- iii. Human capital theories such as these can be used to address individual social investments in education, through quality knowledge/investment in education that are productive and the best time for education and policy development best to reduce the costs of education.
- iv. They theories help to increase the creative and innovative knowledge and how to utilize the knowledge to further productivity, investment, growth and development of the society.

### **Application of the theories in the study**

Human Capital theories such as these, is relevant to the study of human capital development to organizational productivity in Imo State Polytechnic, Omuma, in the sense that they

provide good opportunity for education and trainings among individual workers and the Polytechnic as an organization, thereby promoting better service delivery. This is because; long term economic growth and service delivery depend to greater extent on the improvement on human capital. Good education, creativity or innovative workforce fosters labour productivity, and economic growth and development.

Human capital development in the Polytechnic can also provide good opportunities for promotions in the staff and invariably increase in their salaries and economic growth. This is because the acquisition of high skills and creative workforce has increasing opportunities for self-employment, better knowledge of a work or good employment contacts and job provision.

Finally, the theories enable the beneficiaries of the training who are saddled with responsibilities to utilize their skills and knowledge in order to ensure improved output in the institution.

### 3 Methodology

#### 3.1 Research Design

The research design used in this study is survey research design. It involves procedures outline for the conduct of any given investigation, such as the equipment and the materials used in the successful achievement of research study. Survey research design is adopted due to its descriptive nature in research work. The population of the study is 1553 staff members of the Imo State Polytechnic, Omuma. The researchers, using Taro Yamane formula drew 360 respondents from the population of the study.

Taro Yamane formula:

$n$  = Sample size      1 = Constant

$N$  = population       $E$  = coefficient error by 4%

$$n = \frac{N}{1+Nx(e)^2} n = \frac{850}{1+850(4)^2} n = \frac{850}{1+850(0.04)^2} n = \frac{850}{1+850x0.0016}$$

$$n = \frac{850}{1 + 850x 0.0016} n = \frac{850}{1 + 1.36} n = \frac{850}{2.36} n = 360 n = 360$$

The simple random sampling technique was used in the study. Obasi, (2000, p.134) states that simple random sampling technique is a sampling technique where every member of the population has equal and independent chance of being selected in the sample to be studied.

The equality of chance given to every member of the population distinguished the simple random sampling technique from others.

The two methods used in data collection are the primary data collection and secondary data collection. The primary data collection involves the gathering of information through questionnaires, interviews and empirical study, while the secondary data collection involves the review of the related literature which is done by extracting information from textbooks, journals; internet explores materials, newspaper and magazines and so on.

The researchers adopted face/content validity and construct validity to measure the extent to which the data for the study are reliable. In the face validity, well-structured questionnaire instrument was used by the researchers. In doing that, the items in the questionnaire were ensured to be in conformity with the items in the objectives of the study, research questions and research hypotheses, which are the representativeness of sampling adequacy of the content (the substance, the topic, the issue).The researchers also constructed instrument of responds for the respondents in a four (4) Likert scale. This questionnaire was confirmed to have subjectively covered the concept it purported to cover and tested what it appears to test. The test-retest methods were used to confirm the reliability of the study. It could be observed in the consistency and dependability of the result given by the respondents while responding to the questionnaire and hypothetical studies. The result of the study is adjudged to be consistent, dependable and credible when copies of the questionnaire administered and the responses given by the respondents agreed majorly with and disagreed with the research questionnaires, objectives and hypotheses of the study. Here, the instrument has produced consistent the same result over time.

In the first test, the researchers distributed 150 copies of the questionnaire to the public (Imo State Polytechnic staff) and in return, 143 copies were recovered and recorded. In a later retest, 150 copies of the questionnaire were also distributed to the same public (Imo State Polytechnic staff), and in return, 145 copies were recovered and recorded. While analyzing the copies of the questionnaire recovered, it is observed that the results are correlated with the earlier test results, which implies that there is high coefficient of correlations between the two results. Statistical Package for Social Sciences (SPSS) was made paramount in calculation of mean of the scores. The data gathered were presented and analyzed using Standard Deviation, Pearson Correlation Coefficient, Statistical Percentages and Statistical tables.

### **1. Data Presentation, Analysis and Interpretation**

**Table 1: Questionnaire Distribution and Return Rate**

Response	Number Distributed	%	Number Returned	Number not Returned
Appointed Staff	25	7	15	10
main Staff	335	93	270	65
<b>Total</b>	<b>360</b>	<b>100</b>	<b>285</b>	<b>74</b>

Source: field study, 2024

From the table above, it is worthy of note that among three hundred and sixty respondents representing 100%.25 respondents are the appointed personnel representing 7% while 335 personnel representing 93% are the main staff. Out of 25 (7%) distributed, 15 respondents returned while in 335 representing 93% where but 270 respondents returned and 65 personnel not returned

**Research Question 1: What are the impacts of human capital development on productivity in Imo State polytechnic?**

**Table 2**

	<b>The impacts of human capital development on productivity in Imo State Polytechnic Omuma:</b>	Strongly agree	Agree	Strongly disagree	Disagree
I	It enhances system corruption and indiscipline.	124(44%)	128(45%)	14(5%)	19(7%)
ii	Human capital development enhances subjective polices and decision-making abilities and result oriented attitudes towards productivity of the staff of the institution.	172(60%)	101(35%)	4(1.4%)	8(3%)
iii	It provides sound teaching, quality research writing and progress and problems solving	188(66%)	92(32%)	1(0.4%)	4(1.4%)

	ability in the institution				
iv	It enhances knowledge and experience necessary for communication and information dissemination, hiring and retention of the staff in the organization	121(42.5)	155(54.4)	3(1.1%)	6(2.1%)

**Source: field work, 2024**

In research question 1, option i, 124 (43.5%) respondents strongly agreed that human capital development enhances system corruption and indiscipline in organizational productivity in Imo State Polytechnic, Omuma, 128 (45%) respondents agreed, while 14 (5%) respondents and 19(6.6%) respondents strongly disagree and disagreed respectively. Here, 252 (88.5%) respondents were positive that human capital development improves system corruption and indiscipline in the organizational performance in Imo State Polytechnic, Omuma, while 33 (11.6%) respondents responded negatively to the assertion.

In research question 1option ii, 172 (60%) respondents strongly agreed that human capital development enhances subjective polices and decision-making abilities and result oriented attitudes towards productivity of the staff of the institution. 101(35%) agreed with the notion, while 4 (1.4%) respondents strongly disagreed and 8(3%) disagreed respectively. This means that 273 (95%) respondents were positive that human capital development enhances subjective polices and decision-making abilities and result oriented attitudes towards productivity of the staff of the institution, while 12 (4.4%) respondents responded negatively to the notion.

In research question 1 option iii, stated that human capital development improves employability skills and knowledge in Imo State Polytechnic, Omuma. 188 (66%) of the respondents strongly agreed that human capital development improves employability skills and knowledge in the organization (Imo State Polytechnic, Omuma). 92 respondents represented (32%) agreed with the notion, while 1(0.4%) respondents strongly disagreed and 4(1.4%) respondents disagreed respectively. Therefore, the total of 280(98%) respondents out of 285 sounded positive that human capital development improves employability skills and knowledge in Imo State Polytechnic, Omuma, while 5{2% } respondents responded negative to that effect

In research question 1 option iv, which states that human capital creates and designs other capitals resources to accomplish organizational objectives, 121(42.5%) respondents strongly agreed on the notion. 155 (54.4%) respondents agreed with the notion while 3(1.1%) respondents strongly disagreed and 6(2.1%) respondents disagreed. This suggests that 276(96.9%) respondents sounded positive that human capital development creates and designs other capital resources to accomplish organizational objectives; while 9(3.2%) respondents responded negatively to it.

**Test of Hypotheses**

**Table 3: Mean responses on the impacts of human capital development to Organizational Productivity in Imo State Polytechnic, Omuma**

S/N	Items	SA	A	D	SD	Mean	Std.	Remark
1	It enhances system corruption among the staff.	81	108	53	43	2.80	1.02	Agreed
2	Human capital development enhances subjective polices and decision-making abilities and result oriented attitudes towards productivity of the staff of the institution.	102	102	26	55	2.88	1.10	Agreed
3	It provides sound teaching, quality research writing and progress and problems solving ability in the institution	138	82	27	38	3.12	1.05	Agreed
4	It enhances knowledge and experience necessary for communication and information dissemination, hiring and retention of the staff in the organization	62	137	15	71	2.67	1.08	Agreed
<b>Grand Mean</b>						<b>2.87</b>	<b>1.06</b>	<b>Agreed</b>

Table 3 examined impacts of human capital development to productivity in Imo State Polytechnic, Omuma. The table indicates that human capital development instead of

remaining relevance to organizational productivity in Imo State Polytechnic, Omuma breeds system corruption among the management staff members of the institution towards effective productivity (mean=2.80, std.=1.02), enhancing subjective polices and decision-making abilities and result oriented attitudes towards productivity of the staff of the institution (mean=2.88, std.=1.10). it went on to state that it provides sound teaching, quality research writing and progress and problems solving ability in the institution(mean=3.12,std.=1.05), and that it enhances knowledge and experience necessary for communication and information dissemination, hiring and retention of the staff in the organization (mean=2.67, std.=1.08).

**The Important Relationship between Human Capital Development and Productivity in Imo State Polytechnic, Omuma**

**Table 4: Correlations**

		Strategies adopted by Imo State Polytechnic	Organizational Productivity
Strategies adopted by Imo State Polytechnic	Pearson Correlation	1	-.930**
	Sig. (2-tailed)		.000
	N	285	285
Organizational Productivity	Pearson Correlation	-.930**	1
	Sig. (2-tailed)	.000	
	N	285	285

Pearson Correlation is significant at the 0.01 level (2-tailed).

Table 4 above shows the summary of Pearson Product Moment Correlation analysis on the relationship between strategies adopted by Imo State Polytechnic to improve human capital development and organizational productivity. The result showed the value of the R-square - 0.930 was roughly -93% contributions of strategies adopted to improve human capital development to organizational productivity in Imo State Polytechnic, Omuma. The result also shows that the p (significant value=0.00 is less than 0.05 at 285 degree of freedom. Thus, the null hypothesis 1is rejected and the alternative hypothesis accepted. Therefore, there is a significant negative relationship between the strategies adopted to improve human capital development to organizational productivity in Imo State Polytechnic, Omuma.

**5. Summary of Findings, Recommendations and conclusion**

**Summary of Findings**

Human capital development imperatively considers education, health and training as a panacea for organizational productivity in Imo State. It fosters system corruption which affect efficient service delivery among individuals and organization. It Improves skills, aptitudes, tacit knowledge, situational knowledge, system thinking, design, social capital, social status, cultural capital, relations capital, leadership and management abilities, strategic thinking and decision making, problem solving, research, diligence and personal resilience in building the organization.

This study suggests that human capital development enhances system corruption among the staff members of Imo State Polytechnic, Omuma towards effective productivity. Here, 252 respondents representing 88.5% of the total number of the respondents were positive that human capital development improves creativity and innovative skills to enhance organizational performance in the institution, while 33 representing 11.6% of the respondents responded negatively to the assertion.

Also, human capital development enhances subjective polices and decision-making abilities and result oriented attitudes towards productivity of the staff of the institution. It is observed that human capital provides input for technological development which promotes the availability of infrastructures, tools and materials that enhances personal and organizational productivity. The knowledge, skills, competence and experiences gathered through human capital formation provides employability skills and knowledge needed to ensure effective service delivery in the institution. 273(95%) respondents sounded positive that human capital development provides input for technological development in Imo State Polytechnic, Omuma, while 12 (4.4%) respondents responded negatively to the assertion.

Furthermore, human capital development provides sound teaching, quality research writing and progress and problems solving ability in the institution to enhance employability skills and knowledge: 280(98%) respondents out of 285 were positive that human capital development provides sound teaching, quality research writing and progress and problems solving ability, improves employability skills and knowledge in Imo State Polytechnic, Omuma, while 5 (2%) respondents responded negatively to the assertion.

The knowledge acquired from human capital enhances knowledge and experience necessary for communication and information dissemination, hiring and retention of the staff in an organization formation, enables the creation and designs of other capital resources such as natural capital and physical capital in the organization to accomplish organizational objectives.276(96.9%) respondents sounded positive that human capital development creates

and designs other capital resources to accomplish organizational objectives; while 9 (3.2%) respondents were otherwise.

### **Recommendations**

Based on the findings of the study; the following recommendations were made;

1. Funding: More funding should be provided for sustainable routine training and development to keep abreast with the current human capital developmental requirements in Imo State Polytechnic, Omuma
2. Management of the Institution should ensure the provision of adequate motivational packages and remuneration to staff regularly by way of training and development and maintain regular payments of salaries and wages in the Institution. This will improve morale capacity to work hard, committed spirit of service, ensure effective and efficient service delivery in the institution.
3. The provision of adequate security and environmental sustainability should be provided to ensure sustainable development in the institution.
4. Adequate healthcare: There should be provision of adequate health care services through provision of more healthcare facilities, equipments and more trained personnel to facilitate effective and efficient health care service delivery and capacity building in the institution.
5. Government should provide more infrastructural facilities to maintain human capital development adequacy.
6. Government should ensure corrupt free environment devoid of exploitation, misappropriation of funds and mismanagement which endangers socio-economic development of the institution

### **Conclusion**

Human capital formation has been adjudged as a panacea for organizational productive performance particularly in Imo State Polytechnic, Omuma. This is as a result of the increasing skills, knowledge, system thinking, creativity and innovative skills, leadership and management abilities, strategic thinking, decision making skill and problems solving skills, its research ability and diligence effort towards human and material development, problems solving and capacity building.

However, based on empirical study (evidence), the study concluded that human capital formation has socio-economic and political effects, such as improves knowledge and skills, education and health care services, leadership and management of the organization, information and communication technology, infrastructural development and performance evaluation. Others include; the tendency towards increasing gross domestic products and national income, unemployment and joblessness, increase economic growth, organizational productive performance, professionalization and specialization of the personnel at work place. It also improves on the job and off the job training and development. It improves behavioural and human relation trainings and managerial competency. It however reduces poverty and increase self-employment opportunity, industrial performance and revolution, monetization of productive equipment, infrastructural development, effective administrative planning, knowledge of maintaining machines and equipment, effective utilization of materials and non-material resources. It provides motivation to personnel and enhances capacity in the organization. It breeds system corruption among the trained staff.

This study is essential to public and private sectors. It provides, more skills, knowledge acquisition and creativity needed to improve socio-economic development and reduction of poverty and ignorance, provision of infrastructural facilities, utilization of agricultural products to improve seedlings and food sufficiency, industrialization, economic buoyancy and reliance in the organization. It can as well improve education, healthcare and international cooperation through knowledge building, creativity, skills and outputs production. The knowledge of this will reduce deficiencies occasioned with lack of knowledge, skills and creativity including poor management and administrative governance. It will serve as material for good research studies. The researchers will appreciate the viability of the information contend in the work.

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