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## ROLE OF STAFF CAPACITY BUILDING IN IMPROVING JOB PERFORMANCE AMONG STAFF OF NATIONAL COLLEGE OF AVIATION TECHNOLOGY, ZARIA

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### ABSTRACT

Staff capacity development entails the training of staff of an organization relevant training intended to improve the overall productivity of that organization and job performance of the trainees. The study determined the role of staff capacity building on job performance of staff of the National College of Aviation Technology, Zaria (NCAT). Primary data was collected using structured questionnaire from 113 staff of NCAT and subjected to descriptive statistical analysis using likert-type scale, frequencies and percentages. The result indicated that 77.9% of the sampled staff are male and also reasonable number (92%) attended post-secondary education. About 41% are youth within the age bracket of 15-30 years. Staff affirmed that capacity building and staff development improves their job performance and aid in the overall upkeep of their institution mandate. Politicking of training (50%), training inconsistencies (21.2%) and late release of fund (15.9%) were the major challenges affecting the conduct of training. The study recommended mandated trainings attendance before promotion, development of standard protocols for determining the organization training needs, concentrate on staff development and shun politicking of trainings as measures to improve conduct of training in NCAT.

**KEYWORDS:** Productivity, Capacity building, Staff-Promotion

### INTRODUCTION

The most important assets of any organization, be it public or private are its human capital. Organizations spend considerable available resources in building the capacities of their employees because human resource capacity building equips employees to achieve organizational goals through improved job performance (human resource article, 2012).

Organizations whether small or large look out for the human element which has to do with employees

working in that organization. The various method of operation in any organization needs to function effectively both internally and externally, couple with how the productivity and efficiency of employees can be improved. In order to look out for these, capacity building and man power development has to be intentionally put in place. Capacity building and manpower development are two important factors that should not be ignored in organizations today. Capacity building and manpower development are very important processes that require much more than training, it is an enabling process to help organization do things differently, bearing in mind that, it is not what they know it is how they behave; "knowing is not the same as doing (Beryl Levinge, 2017).

There is no doubt that organizations worldwide are striving for success and out-competing those in the same industry. In order to do so, organizations have to obtain and utilize their human resources effectively. Organizations need to be aware of their employees need in more realistically towards keeping their human resources up-to-date. In so doing, managers need to pay special attention to all the core functions of human resource management as this plays an important role in different organizational, social and economically related areas among others that are influential to the attainment of the organizational goals and thus organizations successful continuation in the market place (Harrison, 2000).

Most organizations especially public organizations do not pay attention to the performance of its workforce, they pay no or less attention to two important things which are capacity building and manpower development, in most cases organizations focus more on capacity building neglecting manpower development which has to go hand in hand. The most important resources in every organization whether small or large are its employees and in recent times the training and development needs of employees are not met. Adequate knowledge gained though employees capacity building and development provides adequate knowledge and skills to do their job effectively. This study is to find out the effect of capacity building and manpower development in NCAT (Nigerian Collage of Aviation Technology) Zaria Kaduna State.

## **METHODOLOGY**

### **Study Area**

The Nigeria College of Aviation Technology (NCAT) was established in 1964 situated off Basawa junction along Sokoto road, Zaria in Kaduna Sate. The College has the mandate to consistently provide the aviation industry with professionals and other personnel through training and related services for the transportation in accordance with international standards. The College has the following area of specialties: flying school, Air traffic services/communication school, Aircraft maintenance engineering, Aeronautical telecommunication engineering and Aviation management. The survey employed the use of random sampling to identify and interviewed 113 staff of NCAT using structured

questionnaire to elicit primary information. Data collected were subjected to descriptive statistics using Likert-type scale, frequencies and percentages to provide answers to the research objectives. Four point Likert-type scale of Strongly agree (4), Agree (3), Disagree (2) and Strongly Disagree (1) was used to properly place staff selection on the available job performance indicators. A benchmark of 2.5 was developed and compared to the weighted mean thus value less than 2.5, is considered Strongly Disagree while a value greater than or equal to 2.5, is considered Strongly Agreed.

## **RESULTS AND DISCUSSION**

### **STAFF DEMOGRAPHIC CHARACTERISTICS**

**Table 1: Demographics Characteristics of Respondents**

<b>Variables</b>	<b>Freq.</b>	<b>Percentage (%)</b>
<b>Gender</b>		
Female	25	22.1
Male	88	77.9
<b>Age</b>		
15-30	46	40.7
31-45	35	31.0
46-60	24	21.2
61-75	8	7.1
<b>Marital status</b>		
Single	48	42.5
Married	61	54.0
Divorced	2	1.8
Widowed	2	1.8
<b>Education Level</b>		
Secondary	9	8.0
Post-Secondary	104	92.0
<b>Years of Active Service</b>		
1-7	38	31.0
8-14	57	50.4
15-21	12	10.6
22-28	4	3.5
29-35	5	4.4

Table 1 revealed that 77.9% and the majority of the respondents are male while 22.1% are female. The result also indicated that the current work force of the organization are youths and in their active

age group of between 18-40 years thus accounting for over 71.7% of the sampled respondents. Fifty-four (54.0%) of staff sampled are married and 42.5% were reportedly single as at the time of the survey. Going by the nature of the organization mandate that requires high education level, majority (92%) of staff sampled had post-secondary education ranging from OND, HND, BSC, MSC and PHD. More so, 50.4% had between 8-14 years of active services and few had between 22-28 years in active service.

The demographic characters of staff sampled therefore implies bulk of the work done in the organization is performed by male that are youths and within their active age group. Due to early age of getting married in the country, many were as well reported married hence have one or two dependents to cater for. Educational level is quite fair for the organization as more than half (92%) attended post-secondary education and had reasonable years of active service (8-14 years) thus indicating that majority of the source of the institution manpower are still undergoing training on the basic skills needed to achieve the organization's mandate.

The findings correspond to that of Wassem, et al (2019) in a study on Impact of Capacity Building and Managerial Support on Employees' Performance: The Moderating Role of Employees' Retention, he reported that majority (88.8%) of employees are male and majority are less than 40 years of age with over 68% having postsecondary education and 32% with more than 4 years of experience. The findings of this study however counters that of Imasaja (2016) in his study on Effects of Capacity Development Strategies on the Performance of the Department for International Development in Kenya and reported female to be dominance over their male counterparts which could be because of the DFID goal of gender empowerment.

## **PERCEPTION OF RESPONDENTS ON STAFF CAPACITY BUILDING**

**Table 2: Perception of Respondents on Staff Capacity Building**

<b>Job Performance Indicators</b>	<b>Weighted Sum</b>	<b>Weighted Average</b>	<b>Decision</b>
Improves overall productivity and create absolute commitment to innovation and system improvement	506	4.5	Strongly Agree
Vital for effective performance of employees	492	4.4	Strongly Agree
Increase in staff morale and motivation of workers	491	4.4	Strongly Agree
Eliminates out of date idea/skills among employees	462	4.1	Strongly Agree
Increased technical know-how with operationalization of modern machines	510	4.5	Strongly Agree

Table 2 presented the perception of staff of NCAT on staff capacity building. From the table all performance indicators had a weighted average above the benchmark of 2.5 hence implies affirmative response in favour of the indicators. Respondents strongly agreed that staff capacity building improves overall productivity and create absolute commitment to innovation (4.5), it is also vital for effective performance of employees (4.4), increases staff more and motivates workers (4.4), eliminate out of date idea/skills among employees (4.1) and increases technical know-how with operationalization of modern machines (4.5). The result therefore implies staff capacity building as an effective and efficient tool in upholding organizational mandate and motivating the labour force of any organization.

The study upkeeps the findings of Ojukuku (2014) that reported 40.9%, 58.3%, 68.5%, 44.9%, 48% and 41.7% agreed that Capacity building improves overall productivity and creates absolute commitment to innovation and system improvement, vital for effective performance of employees and enhance performance, increases staff morale and motivation of workers, kills obsolesce, improves organization labour force use modern machine/equipment and its absence frustrates workers and lower their performances respectively. Also, the findings support that of Yamoah et al (2013) whom reported that 83.8% of respondents agreed that training thus improves their job performance ability, the study however indicated that reward systems such as salaries, bonuses and allowances are the major components that fuel job performance.

## **CONSTRAINTS HINDERING STAFF CAPACITY BUILDING**

**Table 3: Constraints Limiting Performance of Staff Capacity Building**

Challenges	Frequency	Percentage (%)
Irregular/ lack of consistency	24	21.2
Low ICT skills acquisition tools	10	8.9
Late release of transfer funds	18	15.9
Outdated training method	4	3.5
Politicizing of training	57	50.4

Table 3 identified the constraints that hinder conduct of staff capacity building. The most crucial constraints identified are Politicizing of training topped the challenges and accounted for 50%, followed by irregular/lack of consistency in conduct of capacity building (21.2%) and late release of fund (16%). Other challenges include Low ICT skills acquisition tools (8.9%) and Outdated training methods (3.5%). This implies that unless these challenges are resolved, staff capacity building cannot be maintained. The findings are in a way similar to that of Danjuma (2019) that identified failure to determine capacity building needs reliably and relevantly, Inadequate funding of capacity building, burying or sacrificing the capacity building function in organizational policies, failure to systematically evaluate the effects of capacity building, unwarranted dumping or muddling of the steps in the standard capacity building process, unwillingness of supervisors to train the subordinates on the job or reveal the secrets of the job failure to engage credible professional trainers and adequately brief trainers on the specific trends in an organization, poor political leadership among others as the major challenges hindering performance of capacity building.

## CONCLUSION AND RECOMMENDATIONS

The study found out that staff capacity building is an effective tool for improving job performance in NCAT. Staff development is however hindered by politicizing of trainings, inconsistency in conduct of trainings and late fund release among others. The following were brought forth as recommendations;

- i. government through the management of NCAT should make staff capacity building a priority and also compulsory that must be met before being promoted
- ii. NCAT to develop a standard protocol for identifying training needs assessment to ensure staff skills gaps are bridged effectively
- iii. The college should as much concentrate on upholding the mandate of the institute and shun politicization of staff trainings by ensuring fairness to all in the selection of employees for capacity buildings.
- iv. In the formulation of training modules for staff they should be a blend of theories and hands-

on practical in the college trainings and re-training programme

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