

Evaluation of Human Capital Development as a Strategy for Increasing Productivity in Public Organizations: A Study of Command Prison Kaduna, Nigeria

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DOI: <https://doi.org/10.36347/sjahss.2024.v12i10.002>

| Received: 09.09.2024 | Accepted: 15.10.2024 | Published: 17.10.2024

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Abstract

Original Research Article

Background: Human Capital development which has to do with training and development is a strategy that the Nigerian prison service has used for increasing productivity. This study examined the effect of human capital development on employees' performance in a command prison, in Kaduna State. Human capital development as a means of increasing productivity. Human Capital development significantly affects employee productivity, in command prison Kaduna. **Aim:** The objective of this study was to critically examine human capital development as a strategy for increasing productivity in public organizations using command prisons in Kaduna State of Nigeria. **Method:** Quantitative and qualitative methods were used to collect data. In all, 20 questionnaires were administered completed, and returned by staff of the command. One-on-one interviews were also conducted by the researcher. Data obtained was analyzed using SPSS software utilizing Chi-square. **Results:** It was found out that there is indeed a good and effective staff training and development policy which is significantly affecting employee productivity in the prison services. This was seen from the various arrangements put in place to address issues such as the gap in staff strength, training, development, and productivity. If an organization wants to effectively and efficiently accomplish the goal for which it is created, Human Capital development should have a significant effect on employee productivity. Staff training and development has been a source of motivation and productivity in the Nigeria prison, Kaduna command. **Conclusion:** the study showed that human capital development has a significant effect on employee productivity. It is recommended that the rules and policies in place for human resource planning should be sustained.

Keywords: Human Capital Development, Productivity, Public Organizations, Prison, Kaduna.

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INTRODUCTION

Human capital represents knowledge, skills, and abilities that make it possible for people to do their jobs. The world today is very different from the one which experienced the two world wars (McKinsey, 2002). During the second half of the twentieth century, considerable advancement in science and technology along with the establishment of broadly-based government and strengthening of institutions, has led to significant socio-economic progress and improvement in the lives of a large number of people in many countries, (Asian Development Bank, 1999). In the prison service, a close study of colonial and post-colonial laws seems to emphasize the custodial functions of the prison while silent on the correctional functions of the modern prison

(Enuku, 2001). Given the increasing emphasis on correctional education in most countries in Europe and North America, it becomes clear that there is a need to humanize the Nigerian prison system through the provision of education which will no doubt help ex-offenders develop positive social skills the rate at which the in-mates population is growing cannot be compared with that of the staff (Evawoma, 1991). For instance, the average daily prison population in 1976 was nearly 26,000, a 25 percent increase from 1975 ten years later Nigeria's prison population was about 54,000 by 1989 the prison population had increased to 58,000 and in recent years prison population has been on the increase reaching well over 70,000 in 1997 (Porter *et al.*, 2016; Weidner, & Schultz, 2019). The overgrowing couple of inhumane conditions in the prisons have led to the

prisons being variously described as “human cages” (Kayode, 1987) and human zoos (Neuswatch, 1985; Tell, 1998).

Human capital development is the framework for helping employees develop their personal and organizational skills, knowledge, abilities, and opportunities like employee training, employee career development, performance management and development, coaching, mentoring, succession planning, key employees’ identification, tuition assistance, and organization development (Healthfield, 2011). The concept of human capital encompasses investment in the skills of the labor force, including education and vocational training to develop specific skills (Alan, 2004). The challenges facing human resources managers today include a more flexible workforce, managing changes, new technology, and continuous development of employees (Kathleen, 2021). In addition, organizations are realizing that to adequately address

human resources concerns in the face of new and increased responsibilities and challenges, they must develop long-term as well as short-term solutions (Jackson, & Schuler, 1990; Eddy, 1999).

Human resources planning is the process by which management determines how the organization should move from its current manpower position to its desired position (Chioke, 2020). Through planning, management strives to have the right number and the right kinds of people at the right places at the right times, doing things that result in both the organization and the individual receiving maximum long-run benefits (Jackson, & Schuler, 1990). Human source planning includes gathering data that can be used to evaluate the effectiveness of ongoing programs and inform planners when revisions in their forecasts and programs are needed (Jackson, & Schuler, 1990). Planning is characterized by setting objectives, management decisions, and implementation (Sambrook, 2001).

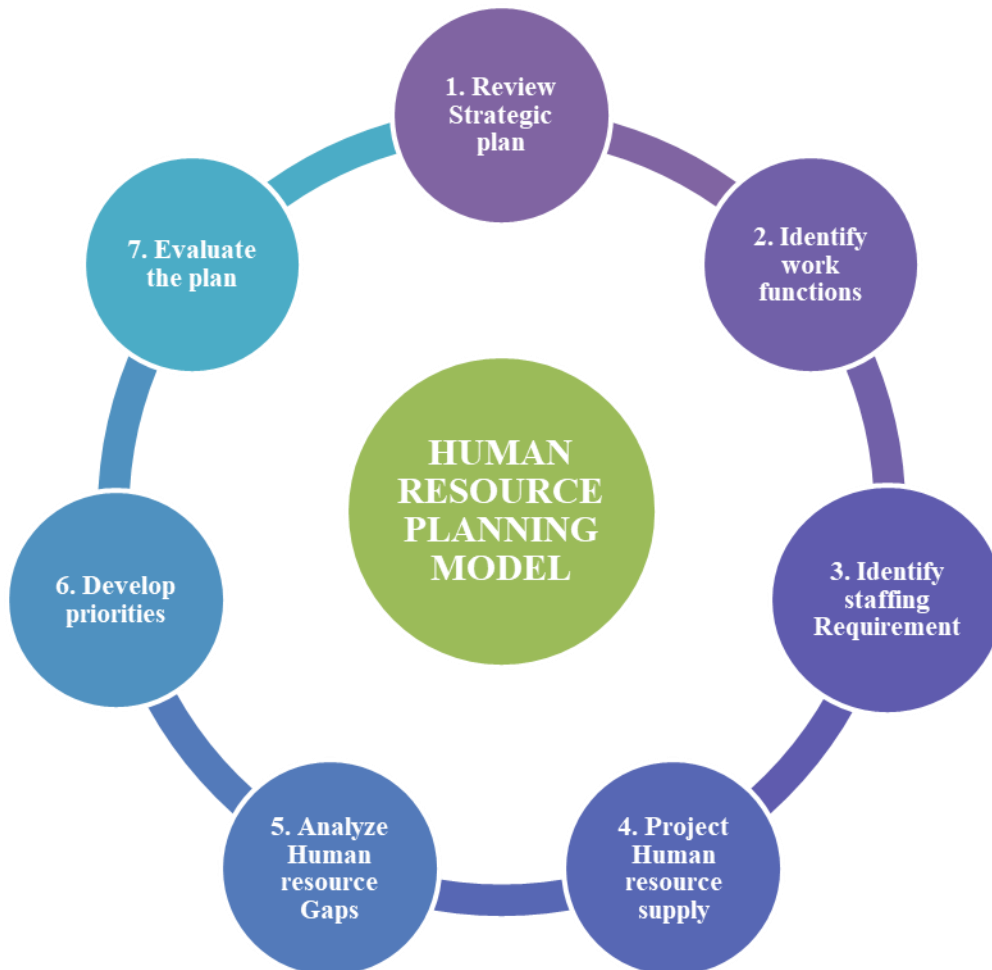


Figure 1: The Human Resource Planning Model (Stanimirović, & Pribaković, 2022)

Many organizations public and private, have developed workforce planning models that contain the same basic processes and provide the same tools and considerations necessary for proactive comprehensive, and strategic human resources planning (Erik, 2024). An

adequate employee recruitment process requires that the organization should anticipate vacancies as fast as possible in advance (Roy, 2016). Recruitment involves all prospective applicants for job positions in the organization. A good recruitment process is properly

planned for and well operated (Jotform, 2023). It therefore becomes very pertinent that there should be proper personnel development in the prison service to enable them to discharge their duties effectively. Also, the fact that prisons are built for the correction and re-integration of ex-convicts the need for effective human capital development in the staffing of prison personnel cannot be over-emphasized. Hence, the objective of this study is to critically examine human capital development as a means of increasing productivity.

METHOD

The research design for this study follows a survey pattern using descriptive analysis. This is considered adequate because it is widely used to investigate problems in a realistic setting. It also allows the researcher to meet and ask before getting answers as in the case of the validated questionnaire checklist.

Study Population and Sample Size

A research population is any group or object which are similar in one or more ways and which forms the subject of study in a particular study. Hence the research population being considered here is the employees of Prison Services Kaduna State Command. The command is made up of 99 staff, both junior and senior staff at the time of conducting this study. A population under research is the entire phenomenon being studied. A sample is a part or portion of the population under consideration that represents the whole population. Simply put, it is several people chosen randomly from a large group or one of several things or one part of a whole, that can be examined to see what the test is like. For this research, a sample of twenty (20) out of the total population of 99 workers (representing 20%) were selected.

Sampling Techniques and Data Collection Instrument

The twenty (20) workers were selected randomly among senior and junior staff and management of staff command Kaduna. Junior staff thirteen (13) and senior staff seven (7) respectively. In collecting data for this research, the following methods, which are relevant, effective, and convenient for the research were adopted; questionnaire, interview, and study of document. The Questionnaire method involves writing a set question which is sent out either by post or hand delivery to respondents or staff of an organization to collect the required information. This method was chosen because it does not pressure the respondent, creates room for anonymity, covers a larger part of the departments is spread across the organization, and is cost-effective. 20 questionnaires were issued to the respondents and were filed and returned appropriately.

The interview involved interacting normally between two or more persons to get information. This method was chosen to cover some of the anticipated

lapses that the questionnaire method might create, such as low response rate and rigidity. The interview method also has the advantage of quick response flexibility, confidence, and validity of the responses are easily observed by the interviewer and any group that can interviewed. One-on-one interview was conducted to get the required information about Prison Service Command Kaduna and 20 people were interviewed. Finally, the Study document method involved in gathering data involves the study of the organization's documents and books written by experts in the area of research study. It all depends on the respondent's cooperation and sincerity to give reliable information.

Validity and Reliability of Instrument

The instrument of this study was subjected to face validation. Face validation tests the appropriateness of the questionnaire items. This is because face validation is often used to indicate whether an instrument on a face appears to measure what it contains. Face validations therefore aims at determining the extent to which the questionnaire is relevant to the objectives of the study. In subjecting the instrument to face validation, copies of the initial draft of the questionnaire will be validated by the supervisor. The supervisor is expected to critically examine the items of the instrument with specific objectives of the study and make useful suggestions to improve the quality of the instrument. Based on his recommendations the instrument will be adjusted and re-adjusted before being administered for the study. The coefficient of 0.81 was considered a reliability coefficient.

Data Analysis

Data collected was analyzed using SPSS software utilizing the chi-square test. In analyzing the data collected for this research, the data was first presented in tabular form and analyzed using frequency, simple percentage, and the non-parametric test or chi-square to test the hypothesis.

RESULTS AND DISCUSSION

Historical background and development of command prison Kaduna

From the data obtained at the prison command, the Kaduna prison camp was established in 1962 when the prison was established. No missionary ever worked there. It was sullied for by the priest working in Narayi. It started as a chapel where the in-mates worshiped but later parishioners around the vicinity came to attend mass there, thus arose the need for a bigger church. It is the first and only open prison in Nigeria. Imprisonment is not new as there has always been a means of isolating the deviants to prevent them from causing further trouble in society. For example, the Ogoni House was used as a prison by the Yorubas and the existence of a prison among the Fulanis who used their buildings to isolate offenders as a form of punishment were recorded. The first prison in Nigeria was established in 1872 and

located on Broad Street Lagos Prisons began all over the world not as ultimate institutions for punishment and correction but initially means for the custody of persons caught up in the criminal justice systems. Awaiting trials or the execution of their punishment such as whipping, banishment, and death (Rollman cited in Alemika, 1987). However, in the mid-nineteenth century, the function of the prison as a short-term custodial facility changed in Europe and North America to an institution for ensuring punishment, penitence, and correction of the offender.

The Nigeria Prison System

Nigeria had a dual prison system for more than half a century until the consolidation of the federal and local prisons in 1965. This consolidation followed findings from Mr. Garrat's report in 1960 of the situations in the prisons which were crowded dirty and understaffed. The takeover of the prisons by the federal government was the greatest landmark in the history of prison administration in Nigeria. This led to improved conditions of service and recruitment of more educated prison staff. The Nigeria Prison Service, a department of the Ministry of Internal Affairs was headquartered in Lagos and headed by a director responsible for administering nearly 400 facilities including regular prisons special penal institutions, and lock.

All of these facilities since 1975 came under federal control. Each state had its prison headquarters under the supervision of the Assistant Director of Prison, and the prisons themselves, depending on the type, size, and in-mate population, were variously under chief superintendents, or assistant superintendents. The average daily prison population in 1976 was increased by 25 percent Kaduna housed more than 4000 inmates. The most common offenses were theft, assault, traffic violations, and unlawful possession, which together accounted for 53 percent of prison admissions between 1982 and 1984. Thieves represented the largest single

category of offenders, accounting for between 37 and 46 percent of prison admissions between 1982 and 1984 admission to prison in Kaduna Exceeded 10,000 in 1983. This figure did not reflect the geographical distribution of crimes. The prisoners constitute people between the ages of twenty-six and fifty consistently constituted the largest category of prisoners, ranging between 53 and 78 percent between 1980 and 1984. In 1984 Christians and Muslims accounted for 45 and 37 percent of prison admissions respectively and women for almost 4 percent of prisoners admitted were connected, whereas the rest were on remand or awaiting trial. Among those convicted about three-fourths served terms of less than two years while 59 percent were first-time offenders and 41 percent were recidivists. Foreigners constituted an unknown proportion, in 1989, for example about 200 aliens from other West African states were held in Kaduna Federal Prisons for illegal emerald mining.

The Current Study

Although the government had announced a prison construction program, little progress was evident, and conditions were projected to worsen by the year 2000 Kaduna Prison population rose drastically. This has led the Government to resort to periodic amnesty to reduce the inmate population usually on the occasion of a regime anniversary or a national holiday. In all, 20 questionnaires were administered completed, and returned by staff of the command. One-on-one interviews were also conducted by the researcher. The data collected were analyzed through the use of tabular methods and percentages. Table 1 shows that 7 of the respondents (35%) were senior staff and 13 were junior staff (65%). Also, 6 (3%) of the respondents have been working with Prison Command for between one (1) and five (5) years, 4 (20%) have been working there for between six (6) and ten (10) years while 8 (40%) have been working in the command from between eleven (11) and fifteen (15) years and the remaining 2 (10%) have been in the command for over sixteen (16) years.

Table 1: Staff category and duration at the prison staff command

| Variables | | Frequency (N) | Percentage (%) |
|---|--------------|---------------|----------------|
| Status in prison staff command | Senior staff | 7 | 35 |
| | Junior staff | 13 | 65 |
| | Total | 20 | 100 |
| How long have you been working with prison command? (years) | 1-5 | 6 | 30 |
| | 6-10 | 4 | 20% |
| | 11-15 | 8 | 40 |
| | 16 and above | 2 | 10 |
| | Total | 20 | 100 |

Table 2, indicates that 4 (20%) of the respondents thought that human capital development in prison command is very effective, 10 (50%) of them think that it is partially effective and the remaining 6 (30%) think that it is ineffective. In addition, 18 (90%) of the respondents think that human capital development

has impacted positively on the productivity of the command while 2 (10%) of them were undecided. Then 2 (10%) of the respondents scored the level of staff motivation through human capital development very high, 6(30%) scored it high, 8(40%) scored it low, and 4 (20%) scored it very low.

Table 2: Human capital development, productivity, and staff motivation in the prison service

| Variables | | Frequency (N) | Percentage (%) |
|--|---------------------|---------------|----------------|
| How effective is human capital development in prison staff command? | Very effective | 4 | 20 |
| | Partially effective | 10 | 10 |
| | Ineffective | 6 | 30 |
| | Total | 20 | 100 |
| How much impact does human capital development have on productivity in the prison command? | Positive | 18 | 90 |
| | Negative | - | - |
| | Undecided | 2 | 10 |
| | Total | 20 | 100 |
| What is the level of staff motivation in the prison service through human capital development? | Very high | 2 | 10 |
| | High | 6 | 30 |
| | Low | 8 | 40 |
| | Very low | 4 | 20 |
| | Total | 20 | 100 |

It was observed as shown in Table 3; 12 (60%) of the respondents agreed that there are laid down roles and qualities for human capital development in prison command, 6 (30%) of them disagreed, and 2 (10%) undecided. 1 (5%) of the respondents agreed strongly, 6 (30%) agreed, 10(60%) disagreed that the policies governing human capital development and training in the prison command are favorable, while the remaining 3(15%) of them were undecided on the matter. In

assessing the effectiveness of the industrial relations system in human capital development, 2 (10%) of the respondents scored it very well, 10 (50%) scored it good, 2 (10%) scored it very poorly, and 6 (30%) scored it poor. Furthermore, 6 (30%) of the respondents thought that the relationship between management and staff in the human capital development process in the command is very good, 8 (40%) said that it is good, 4(20%) said it is very poor, while the remaining 2 (10%) thought that it is poor.

Table 3: Policies, industrial relations system between management and staff

| Variables | | Frequency (N) | Percentage (%) |
|--|----------------|---------------|----------------|
| Are there laid down rules and policies for human capital development in prison command? | Yes | 12 | 60 |
| | No | 6 | 30 |
| | Undecided | 2 | 10 |
| | Total | 20 | 100 |
| Are there favorable policies governing human capital development and training in the prison command? | Strongly agree | 1 | 5 |
| | Agree | 6 | 30 |
| | Disagree | 10 | 50 |
| | Undecided | 3 | 15 |
| | Total | 20 | 100 |
| How effective is the industrial relations system in human capital development and productivity? | Very good | 2 | 10 |
| | good | 10 | 50 |
| | Very poor | 2 | 10 |
| | Poor | 6 | 30 |
| | Total | 20 | 100 |
| What is the relationship between management and staff in the human capital development process in the command? | Very good | 6 | 30 |
| | Good | 8 | 40 |
| | Very poor | 4 | 20 |
| | Poor | 2 | 10 |
| | Total | 20 | 100 |

Correlative Analysis

Chi-square (X^2) was used to test the earlier formulated hypothesis, which was aimed at evaluating human capital development as a strategy for increasing

productivity in public organizations. Therefore, questions 3,4,6, and 7 are used to test the hypothesis. A critical X^2 value of 0.05 and degree of freedom 3 were obtained from the analysis.

Table 4: Chi-square (X^2) analysis based on obtained critical value

| S/NO | O | E | O-E | (O-E) ² | $\frac{(O-E)^2}{E}$ |
|------|----|-------|-------|--------------------|---------------------|
| A1 | 6 | 7.25 | -1.25 | 1.5625 | 0.2156 |
| A2 | 2 | 7.25 | -5.25 | 27.5625 | 3.8017 |
| A3 | 8 | 7.25 | 0.75 | 0.5625 | 0.0776 |
| A4 | 13 | 7.25 | 5.75 | 33.0625 | 4.5603 |
| B1 | 14 | 12.75 | 1.25 | 1.5625 | 0.1225 |
| B2 | 18 | 12.75 | 5.25 | 27.5625 | 2.1618 |
| B3 | 12 | 12.75 | -0.75 | 0.5625 | 0.0441 |
| B4 | 7 | 12.75 | -5.75 | 33.0625 | <u>2.5931</u> |
| | | | | | 13.592 |

Legend: O – Observed value, E-Expected value.

The alternate hypothesis, that human capital development has a significant effect on employee productivity was accepted since the calculated chi-square (13.592) is greater than the critical value (0.352). It can therefore be concluded that human Capital development has a significant effect on employee productivity. There is therefore need for a good and effective staff training and development policy which is significantly affecting employee productivity in prison services. This is seen from the various arrangements put in place to address issues such as the gap in staff strength, training, development, and productivity. Staff training/development in the prison services is appropriately planned for. This notwithstanding, management does not give every staff equal opportunity to benefit from in-service training and development programs.

CONCLUSION

Human capital development should have a major impact on staff productivity for a business to achieve its goals effectively and efficiently. The study's findings confirmed the alternate hypothesis, which proposed that human capital development has a major impact on employee productivity. Human capital development, or training and development, is a tactic employed by the Nigerian prison service to increase productivity. It may thus be argued that human capital development has a major impact on employee productivity. Staff training and development have been a source of motivation and productivity at the Nigerian prison, Kaduna command.

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