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Human capital development and employee productivity: Highlighting the potentials for growth and improvement

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ABSTRACT

Human capital development serves as the primary driver of employee productivity, as it addresses employees' psychological, emotional, and physical needs. This study was undertaken to examine the impact of human capital development on employee productivity, with a specific focus on the academic staff of Chukwuemeka Odumegwu Ojukwu University. The study surveyed academic staff from Graduate Assistant to Lecturer II, across seven faculties in the Igbariam campus of the University. Data was collected through the aid of a Likert-style questionnaire, meticulously crafted on a 5-point scale. The findings from this study revealed a compelling explanatory power regarding how training influences work quality. Specifically, this statistic indicates that a remarkable 88.3% of the variations observed in the quality of work among the staff can be attributed to differences in their training experiences. The findings from the hypothesis two revealed a statistically significant positive correlation between technical skills and effective time management among the staff at Chukwuemeka Odumegwu Ojukwu University. Based on the findings, this study strongly advocate for employees at Chukwuemeka Odumegwu Ojukwu University to proactively engage in a diverse array of training initiatives specifically designed to foster self-improvement and further their pursuit of academic excellence.

Keywords:
Human Capital, Productivity, Training, Employee Development, Technical Skill.

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1. INTRODUCTION

For organizations to thrive, fostering an active and engaged workforce is vital, as it significantly impacts productivity. In today's competitive landscape, both private and public enterprises recognize that maximizing profits and gaining competitive advantages are closely linked to the capabilities of their workforce (Udodiugwu, Eneremadu, Njoku, Obiakor & Ilonze, 2025). Therefore, prioritizing human capital development, effective human resource management, and comprehensive training is essential for enhancing organizational productivity (Arun, 2025). While there is room for improvement, especially in many public tertiary institutions in Nigeria, creating a culture of human capital development offers a promising pathway to increased productivity and growth. By moving away from favoritism and personal connections in staff training and instead focusing on fair recognition and promotion of employee skills, these institutions can unleash the full potential of their workforce and drive meaningful progress. Despite this, Udodiugwu, (2024) posit that the significance of employee skills and their influence on organizational productivity cannot be overstated, which is also based on human capital development. Employee skills are regarded as a catalyst that enhances productivity within any organization. Human capital development serves as an essential tool for equipping employees with the necessary knowledge and skills to perform their job tasks effectively and efficiently (Das & Mohapatra, 2020). As a result, an educational institution focused on producing high-quality graduates capable of representing it well in both learning and conduct cannot succeed without having highly skilled employees to guide this initiative. To fulfill this considerable responsibility, institutions should prioritize the enhancement of their employees' skills to gain a competitive edge both internally and externally (Obiakor, Anah, Udodiugwu & Obiakor, 2024).

Human capital development and employee productivity are increasingly relevant topics in organizational studies. With growing competition and dynamism in the global marketplace, many organizations recognize the significant role that human capital development plays in achieving sustainable growth and maintaining a competitive edge (Ajibola, 2019). Consequently, businesses are allocating considerable resources to enhance the abilities, skills, knowledge, and qualifications of their employees. This investment aims to improve overall organizational performance and effectiveness, which largely depends on the capability and efficiency of human resources. The performance of human resources is significantly influenced by training, skill development, and the quality of work produced

Employees are an organization's most valuable asset, and their performance is critical to achieving success and ensuring customer satisfaction. The effectiveness of an organization hinges on the efficient execution of tasks by its employees (Rahma & Akhter, 2021). To achieve optimal performance, it is essential to implement comprehensive training programs that enhance employee skills and technical knowledge, ultimately fostering quality service delivery. Training is not just beneficial; it is imperative for the development of individual employees so that they can contribute meaningfully to the organization. Providing training opportunities cultivates a workforce that is both healthy and satisfied, making it vital for public and private sectors as well as institutional organizations (Rasha, Mudhafar, Raad, & Ivan (2025). Employees serve as the essential ingredients of an organization, and their development should be prioritized. Their training is one of the ultimate sources of productivity and commitment. Moreover, inadequate training opportunities prevent individuals from fully realizing their potentials, and this can hinder overall performance. Rasha et al. opine that Training is a crucial mechanism for optimizing employee results, driving growth in efficiency, productivity, job satisfaction, motivation, and innovation within the organizational framework. Identifying and offering appropriate learning opportunities is not just an option; it is necessary for maintaining a competitive advantage in today's global market (Obiakor, Okeke, Udodiugwu. & Obiakor, 2023).

Unfortunately, Alothman (2025) stated that many tertiary institutions, particularly in the public sector, suffer from a lack of focus on human capital development, especially in training and employee skill enhancement. This oversight results in a significant drop in productivity. Therefore, it is imperative for these institutions to prioritize specialized training for their staff. By doing so, they will significantly enhance employee skills and development, leading to increased productivity and competitive advantage across all fronts. Any organization or institution that takes this step will undoubtedly see substantial improvements in its overall effectiveness (Alhamami, 2023; Udodiugwu, 2022*)*. It is evident that any organization or institution that achieves this will to a very large extent promote productivity and achieve competitive advantage in all ramifications.

1.1 Statement of the problem

Human capital development is identified as a crucial factor for enhancing employees' capabilities and improving performance (Bin-Hady, Sarnou, & Schug, 2024). However, many organizations demonstrate a significant undermining of this concept, resulting in lower levels of employee performance. Employee performance is essential for effective organizational operations and maintaining a competitive edge in a dynamic environment. Factors such as management's inadequate promotion of human capital development, along with issues like favoritism, tribalism, bribery, and corruption, can hinder the effective management of human capital resources. In some institutions, staff training often lacks objectivity, not being based on professionalism or individual performance metrics. Instead, it may be influenced by favoritism or misappropriation of financial resources intended for employee training and development. Training initiatives within organizations may include conferences, workshops, Institutional Based Research (IBR), and Academic Staff Training and Development (AST&D). Although these programs have the potential to yield positive outcomes, they may not be implemented effectively in certain contexts, notably within Nigerian tertiary institutions.

Furthermore, a decline in employee skills, which are important for enhancing organizational productivity, has been observed. Recruitment and appointments for positions often emphasize personal relationships rather than merit, which may lead to stagnation and reduced productivity in tertiary institutions. This situation contradicts the principles of effective human capital development and can undermine employee productivity and competitiveness. Research by Chankseliani, Qoraboyev and Gimranova, (2021) indicates that employee skill development is important for improving organizational productivity. Additionally, Muruu, Were, and Abok (2016) have identified employee skill development schemes that typically focus on enhancing teaching skills, writing abilities, communication skills, research capabilities, and interpersonal relationships among colleagues and students. Effective implementation of such skill development programs can contribute to the establishment of a competent workforce in the public sector (Darawsheh et al., 2023). Despite these potential benefits, the current rate of employee skill development in many institutions appears to be minimal, which may negatively influence employee productivity.

The importance of high-quality work in any organizational setting, whether private or public, cannot be overstated, as it is crucial for achieving competitive advantage. It is clear that investing in staff training is essential for developing employee skills; without it, the quality of work tends to suffer. Therefore, prioritizing training, enhancing employee skills, and fostering a culture of quality work are vital components for every tertiary institution. Public tertiary institutions like Chukwuemeka Odumegwu Ojukwu University have an opportunity to strengthen their approach to human capital development. By embedding training and skill development practices, they can significantly enhance institutional productivity both within the university and in the broader community. This research aims to explore the positive impact of human capital development on employee productivity, with a specific focus on Chukwuemeka Odumegwu Ojukwu University, highlighting the potential for growth and improvement in this area.

The broad objective of the study is to examine human capital development and its effect on employee's productivity. While the specific objectives involve:

- To evaluate the impact of training on quality of work of staff in Chukwuemeka Odumegwu Ojukwu University.
- To examine the impact of technical skill on time management of staff in Chukwuemeka Odumegwu Ojukwu University.

Research Question

- To what extent does training impact on the quality of work of staff in Chukwuemeka Odumegwu Ojukwu University?
- To what extent does technical skill impact on time management of staff in Chukwuemeka Odumegwu Ojukwu University?

2. LITERATURE REVIEW

2.1 Human Capital

Human capital is considered "the largest and most vital intangible asset within a business that ultimately delivers the goods and/or services that consumers demand or solutions to their challenges," as noted by Ahangar (2021). Asiaei et al (2021) defines 'human capital' as a blend of four elements: genetic background; education; experience; and attitudes toward life and business. According to Deming (2022) it represents the collective knowledge, skills, creativity, and capabilities of employees within the company necessary to accomplish their tasks. HCD refers to any initiative aimed at enhancing human knowledge, skills, productivity, and employee resourcefulness (Diamantidis & Chatzoglou, 2019). Therefore, HCD focuses on career advancement, employee training, and human capital management. While several factors affect employee performance, experts agree that human capital development is crucial for enhancing employees' skills, knowledge, and attitudes (Reizer, Brender-Ilan, & Sheaffer, 2019). Human capital is perceived as "the largest and most crucial intangible asset of a business that ultimately provides the goods and services that customers seek or the solutions to their issues," according to Ryan, (2023), It includes the total knowledge, competency, experience, skills, and talents within an organization, along with its capacity for creativity and innovation. Despite an increase in investments in human capital, there is currently no universally accepted method for evaluating its effectiveness on corporate balance sheets. It involves prioritizing the needs and emotions of employees in relation to the goals and objectives of the organization. Awode and Oduola (2025), argues that individuals should be considered the "only true agents in business; all tangible products, assets, and even intangible relationships are outcomes of human actions and ultimately depend on people for their ongoing viability."

2.2 Employee's Productivity

Productivity refers to the work performance or achievements of employees in relation to their responsibilities. It encompasses both the quality and quantity of work produced. According to Panda,Sinha and Jain (2022), performance is the success level of an individual in fulfilling tasks against set standards or criteria. Benos and Karagiannis, (2016), emphasize that productivity is influenced by what employees do or do not do, and effective productivity management aims to enhance performance at both individual and organizational levels. Busse, Dary and Wüstenfeld, (2024) highlights that employee productivity is linked to job satisfaction and the rewards given, as well as individual skills and traits. In organizations, productivity results from the combined efforts and skills of employees, contributing to achieving goals (Udodiugwu, Eneremadu, Njoku, Obiakor, & Ilonze, 2025). Learning organizations enhance employee productivity through training and development (Chatterjee et al., 2022). Furthermore, management standards are vital for evaluating performance, helping identify and correct discrepancies (Khan et al., 2022). Ultimately, employee satisfaction plays a crucial role satisfied employees are more motivated to contribute to organizational success (Okunade et al., 2022).

2.3 Employee's Training

The debate surrounding training emphasizes its role in enhancing employees' skills and knowledge to improve service delivery and work quality (Osei, 2024). Chatterjee et al (2023) highlights that training equips employees with the necessary capabilities to boost organizational performance. It fosters motivation, confidence, and reduces anxiety from unfamiliar tasks (Chen et al., 2024). Literature suggests that a systematic approach to training supports organizational objectives and human resource development (Khan et al, 2022). While traditional HRM focuses on specialization, it often neglects training effectiveness (Oyinlola, Adedeji, & Onitekun, 2021; Ramírez, Gallego, & Tamayo, 2020). Training provides employees with the skills needed for optimal job performance (Udodiugwu, Nwosu, Obiakor, & Nwumeh, 2024), promoting goal-oriented commitment (Tetteh, 2024). Effective training programs enhance motivation and commitment, leading to increased productivity, quality, and reduced costs (Deng, Deng & Vicerra, 2025). Moreover, well-trained employees report higher job satisfaction, contributing to organizational profitability (Champathes, 2021).

Organizational performance is driven by tailored training that enhances efficiency and effectiveness (Adi, Heri & Agung, 2024). Superior performance is linked to organizations that invest in developing employee commitment to achieving common goals (Sweetman, 2021). Training directly correlates with employee performance and offers a competitive advantage (Kintu et al., 2025). Effective management of training programs encourages employee participation (Cahyati, 2023). Research shows that effective training leads to higher returns on investment and improved employee retention (Becker, 2023). Employee performance is tied to organizational commitment, which can be enhanced through training (Chikove, 2023). Overall, training is vital for fostering employee dedication and aligning it with organizational goals (Meyer and Allen, 2022).

Employees perform better when properly trained (Devi & Indoria, 2023). Happy employees are easier to manage and can be motivated to achieve organizational goals (Elsafty & Oraby, 2022). Training and development significantly enhance employee and organizational performance (Ferdiana, Khan & Ray, 2023).

2.4 Employee Skill

A fast-changing world demands a workforce with diverse skills and the ability for businesses to adapt to new challenges. Investing in employee skill development programs is crucial for long-term success, as neglecting this can lead to labor shortages and financial losses. Organizations that focus on employee development are more likely to attract and retain talent, as highlighted by a recent McKinsey report. Employee skill development involves training workers in their areas of weakness to create an agile workforce that can adapt to evolving business needs. Employers' value attributes like strong work habits, critical thinking, communication, problem-solving abilities, and cultural awareness. Though universities may not always label these as "skills," they are essential for organizational productivity. Handayani and Prawitasari, (2023) defined employee skills as the acquired abilities to effectively manage complex tasks involving cognitive, technical, and interpersonal elements. In summary, employee skills encompass all the necessary abilities for successfully completing work tasks, including resource management, confidence, and adaptability.

2.5 Quality of Work

High-quality work is crucial for job performance and satisfaction, defined as exceeding client or employer expectations while utilizing skills to meet high standards (Herjuna, Marhaeni, Alvira, Putri & Anastasya, 2024). Although quality can be subjective, it generally involves fulfilling requirements, meeting goals, and providing accurate service. Improving work quality can enhance career advancement and workplace relationships. A key factor influencing work quality is the human capital available, as an organization's workforce determines its output quality (Indradewa & Varna, 2024). To promote high-quality work, organizations should prioritize employee training to boost performance and reduce turnover. Employees focused on quality are likely to receive favorable performance evaluations, helping businesses achieve their goals and supporting personal career aspirations. Moreover, the quality of work life significantly affects employee satisfaction, and poor facilities can hinder retention and productivity (Inegbedion, 2024). Thus, management must address these issues. Overall, enhancing work quality fosters positivity, productivity, and organizational effectiveness (Wang & Fathi, 2021).

2.6 Time Management

Time management involves planning and controlling how to allocate time to specific activities. Effective time management enables individuals to accomplish more in less time, reduces stress, and contributes to career success. It encompasses principles, practices, and tools that help improve one's quality of life (Judeh & Khader, 2023). Those with good time management skills can balance personal and professional responsibilities while maintaining efficiency and productivity. Time management is crucial for achieving high productivity levels. It not only enhances employee productivity but also aids in handling stress and maintaining a healthy work-life balance. The more effectively time is managed, the greater the progress made on projects, thereby increasing overall organizational effectiveness (Karunathilake, 2022).

2.7 Effect of Training on Employee's Productivity

Training is a crucial element in fostering organizational productivity. It not only boosts employee performance but also equips individuals with the skills necessary to excel in their roles, ultimately leading to enhanced competence and efficiency. By investing in training and development, organizations can achieve a competitive edge while supporting their employees' growth. Research consistently highlights the positive relationship between training and employee productivity. This developmental process stands out as one of the most effective approaches to not only boost individual performance but also to align personnel with the organization's goals (Khadka & Khadka, 2024). Furthermore, Khattak,(2022) emphasize that focused investments in training particularly in areas such as decision-making, teamwork, problem-solving, and interpersonal skills play a vital role in driving organizational growth and improving employee performance. Moreover, training significantly influences employee behavior and working skills, leading to enhanced performance and positive transformations within the workplace (Kumari, 2022). It serves as a key strategy for motivating and retaining high-quality talent within an organization (Leuhery, 2023). Maharani, Sahabuddin, Dipoatmodjo, Burhanuddin and Ruma, (2023) reinforce this perspective, noting that training enhances productivity, maximizes employee potential, and strengthens competitive advantage. According to research by Moore and Hanson, (2022) training and development are fundamental instruments that contribute to the successful achievement of an organization's goals and objectives. Ultimately, the overarching aim for any organization is to generate significant revenue and maximize profits, which hinges on maintaining an efficient and effective workforce. Providing appropriate training and development is essential for cultivating such a workforce, thereby driving organizational productivity forward.

2.8 Theoretical Framework

Human capital theory offers an intriguing perspective on how individuals can enhance their productivity and efficiency through strategic investments in education, training, and employee welfare. This concept gained traction thanks to the influential work of economists Gary Becker and Theodore Schultz in the 1960s, who highlighted education and training as pivotal investments that could yield significant boosts in productivity. As societies grew increasingly rich in physical capital, the costs associated with pursuing education dipped, making learning an essential avenue for workforce development. Over time, this idea not only became integral to economic discussions but also made its way into corporate finance, evolving into what we now recognize as human capital. Organizations today view intellectual and human capital as dynamic, renewable resources that can spark innovation and creativity.

However, it's crucial to understand that tackling complex business challenges often requires more than just new machinery or increased funding. The true value of human capital theory lies in its recognition that employees' skills, knowledge, and abilities are vital to creating value and enhancing organizational performance. As Wuttaphan (2017) noted, this theory is widely accepted as a framework for fostering organizational success. Various scholars have expanded on Becker and Schultz's foundation, contributing to our understanding of human capital development. Notable figures like Davenport et al (2020), Adam Smith (2021), and Wuttaphan (2023) have enriched the conversation. Nonetheless, Becker and Schultz remain the trailblazers, significantly advancing the idea of how education and training can elevate worker output. Their fundamental premise is that by increasing the cognitive capacity of workers through education, we can unlock greater economic productivity. However, not everyone is convinced. Critics, such as Harvard economist Richard Freeman, argue that human capital acts more as a signal of potential talent rather than an inherent factor of production. He suggests that true productivity emerges through motivation, ongoing training, and effective use of capital equipment. While he raises important points, the reality remains that training and motivation are integral components of human capital development, underscoring the multifaceted nature of workforce enhancement. In essence, human capital theory continues to illuminate the path toward harnessing and maximizing the potential of our most valuable asset: people.

Marxian economists Samuel Bowles and Herbert Gintis criticized the human capital theory for undermining class conflict and workers' rights by treating labor as capital. In the 1980s and 1990s, behavioral economists challenged its assumption that humans are rational actors, noting flaws in explaining economic behavior due to unrealistic views on motives. Modern critiques from sociologists and anthropologists argue that the theory oversimplifies the link between human capital, productivity, and income, as productivity differences often do not sufficiently explain income inequality. According to Automated Data Processing, effective human capital management involves hiring, on boarding, and training to enhance productivity. Thus, human capital development is crucial for organizational efficiency, as the theory argues education and training improve employee productivity through increased cognitive capabilities.

Ho_1: There is no significant impact of training on quality of work of staff in Chukwuemeka Odumegwu Ojukwu University.

Ho_2: Technical Skill does not significantly impact on time management of staff in Chukwuemeka Odumegwu Ojukwu University.

2.8.1 Theoretical Exposition

Human capital development enables individual employees to significantly enhance their productivity and performance within an organization. When human capital improves in areas such as efficiency, effectiveness, education, and management, it results in increased organizational productivity, social welfare, competitive edge, and higher participation rates, all of which contribute to the productivity of both the organization and its institutions. An increase in the productivity of organizations and institutions tends to enhance performance and secure competitive advantages. Human capital resources include employee skills, knowledge, and experience, which are essential for boosting work efficiency, effectiveness, and results. Additionally, positive interpersonal relationships, clear communication, and teamwork cultivate trust and motivation, which in turn promote collaboration, job satisfaction, and employee productivity. As noted by Qureshi and Ramay (2020), advancements in human resources are linked to training and development, employee well-being, and the enhancement of the capabilities of human resources or individuals. They suggest that the advancement of human resources is essential for effectively utilizing the workforce to benefit both employees and the organization. The development of human resources or human capital transforms human resource inputs into outputs, as explained by Armstrong (2020). Consequently, the relationship between the development of human capital and employee productivity is reciprocal, as the extent of human capital resources within an organization is the primary factor determining employee productivity. The significance of human capital development and its effect on employee performance has been widely acknowledged as vital for the success and expansion of organizations. Human capital development is recognized as a key element in improving employees' abilities to achieve enhanced performance (Okafor et al., 2021).

It is essential to understand that employee performance is critical for the smooth operation of an organization and for its ability to thrive in a competitive and dynamic market. However, for organizations to realize high performance, they must focus adequately on training, development, and education related to human resources. It can be accurately stated that addressing the issues of human resource training, development, and education will significantly lead to improved performance within the organization. Moreover, some researchers have argued that employee motivation is not solely influenced by salary and benefits; rather, developing employees to ensure they possess the necessary skills and capabilities is equally important. Okafor et al. (2020) reaffirmed that human capital development has become a vital aspect of a comprehensive effort to achieve cost-effective performance across all organizational contexts.

2.9 Empirical Review

Arubayi, Eromafuru, and Egbule (2020) conducted a comprehensive examination of the impact of human resource development (HRD) on employee performance, utilizing individual absorptive capacity as a moderator within selected firms in the oil sector. The study employed a cross-sectional survey research design with a substantial population of 1,274 employees, ultimately surveying 274 individuals. A structured questionnaire facilitated the data collection, which was analyzed using Strata version 13. The findings unequivocally revealed a positive and significant relationship between HRD and employee performance, conclusively demonstrating HRD's critical role in enhancing employee performance within the selected companies in Nigeria. Guan and Frenkel (2021) presented substantial evidence in their research, "How Perceptions of Training Affect Employee Performance: Evidence from two Chinese Enterprises," involving 348 supervisor-subordinate dyads from two leading manufacturing companies in China. The study rigorously tested the mediating effect of job engagement and the moderating influence of human resource management strength in the training-performance relationship using the PROCESS macro tool (Hayes). The results robustly established that training is favorably associated with work engagement, affirmatively concluding that there is a strong positive correlation between training and work engagement. Otoo (2019) thoroughly investigated the relationship between HRD practices and bank performance in Ghana, aiming to ascertain the direct correlation between human resource development and overall bank performance. Utilizing a structured questionnaire, data was collected from 550 employees across selected institutions. Structural equation modeling validated the model and hypotheses, conclusively demonstrating that HRD practices significantly impact bank performance by enhancing employee performance. It is important to note that only a limited number of Ghanaian banks were included in this pivotal investigation.

2.10 Research Gap

Employee productivity is a crucial issue (Oginni, Ajibola, & Olaniyan, 2022). While previous studies have explored human capital development in relation to organizational success, turnover, satisfaction, and commitment, they often overlook its emotional and psychological impact on individual employees. This study addresses the gap by examining how human capital development, including training, work quality, technical skills, and time management, affects employee productivity. Notably, this research is conducted at Chukwuemeka Odumegwu Ojukwu University, rather than in private firms.

3. METHODOLOGY

The research employed a descriptive research design method, allowing the researchers to delve deeply into the characteristics of the elements being examined. The study population consisted of sixty-six (66) academic staff members, spanning grade levels 1 to 4 (from Graduate Assistant to Lecturer II), across seven faculties at the Igbariam campus of the University (as outlined in Table 1). For data collection, the researchers utilized a Likert-style questionnaire, meticulously crafted on a 5-point scale. This questionnaire was anchored in the components of the independent variable "human capital development" and the dependent variable "employee productivity." To ensure the validity of the instrument, the reliability coefficients were calculated, yielding impressive values of 0.88 for human capital development and 0.89 for employee productivity, as assessed using the Cronbach Alpha test within the Statistical Package for the Social Sciences (SPSS), IBM version 25. Furthermore, the investigation employed the Pearson moment correlation to ascertain the significant impact of the respondents' feedback on the study's objectives. The paired sample tests were also applied to evaluate the significance of the formulated hypotheses, with a significance level set at 0.05. Through these rigorous methodologies, the study aimed to provide a comprehensive understanding of the interplay between human capital development and employee productivity.

4. RESULTS AND ANALYSIS

Table 1: Questionnaire Distribution

Category	Participants N	Percentage (%)
Questionnaire Distributed	66	100
Questionnaire Returned	64	97
Questionnaire not Returned	2	3
Total	100	100

Source: Field Survey 2025

An in-depth analysis presented in Table 1 demonstrated that, out of a total of sixty-six (66) questionnaires distributed to participants, an impressive sixty-four (64) were completed and returned. This results in a robust response rate of 97%, reflecting keen engagement from the participants. On the other hand, two questionnaires, which represent 3% of the total, were unfortunately not completed or returned. As a result, the responses from the sixty-four diligent respondents whose completed questionnaires were collected are deemed valid and were utilized for the purposes of this study.

Analysis of Research Questions

To what extent does training impact on the quality of work of staff in Chukwuemeka Odumegwu Ojukwu University?

Table 2: Summary of Correlation on the extent training impacts on the quality of work of staff in Chukwuemeka Odumegwu Ojukwu University

Variables	N	r	r^2	Remark
Training	64			
		0.632	0.883	High Positive Impact
Quality of Work	64			

***Significant at $p < 0.05$*

The summary in Table 1 illustrates the results of the Pearson Product-Moment Correlation Coefficient, highlighting a significant positive impact of training on the quality of work performed by the staff at Chukwuemeka Odumegwu Ojukwu University. The correlation coefficient, denoted as r = 0.632, indicates a robust relationship where an increase in training corresponds to a 63.2% enhancement in work quality. This positive correlation signifies that as employees receive further training, their ability to deliver high-quality work markedly improves. Moreover, the coefficient of determination, r^2 = 0.883, underscores the substantial explanatory power of training with respect to work quality. This means that an impressive 88.3% of the variations observed in the quality of work produced by the staff can be attributed to the variations in the training they undergo. These compelling statistics not only reinforce the importance of training initiatives but also suggest that such programs are critical in fostering an environment of excellence and productivity among the staff at the university.

To what extent does technical skill impact on time management of staff in Chukwuemeka Odumegwu Ojukwu University?

Table 3: Summary of Pearson Product Moment Correlation on the extent technical skill impact on time management of staff in Chukwuemeka Odumegwu Ojukwu University

Variables	N	r	r^2	Remark
Technical Skill	64			
		0.671	0.771	High Positive Relationship
Time Management	64			

***Significant at $p < 0.05$*

Table 2 demonstrates a significant positive correlation between technical skill and effective time management among the staff at Chukwuemeka Odumegwu Ojukwu University. The analysis yielded a Pearson Product-Moment Correlation Coefficient of r = 0.671, indicating a robust relationship. This positive correlation suggests that an enhancement in employees' technical skills is associated with a corresponding increase of 0.671 (or 67.1%) in their time management capabilities. In other words, for every unit of improvement in technical skills, there is a notable improvement in how efficiently staff manages their time. Additionally, the coefficient of determination (r^2) was found to be 0.771, highlighting the strong explanatory power of technical skills in relation to time management. This figure implies that an impressive 77.1% of the variations observed in the time management practices of the staff can be traced back to fluctuations in their technical skill levels. This compelling statistic underscores the importance of fostering technical skills to enhance overall productivity and efficiency within the university's workforce.

4.1 Test of Hypotheses

Ho_1: There is no significant impact of training on quality of work of staff in Chukwuemeka Odumegwu Ojukwu University.

H_1: There is significant impact of training on quality of work of staff in Chukwuemeka Odumegwu Ojukwu University.

Table 4: Paired Samples Test

	Paired Differences					t	df	Sig. (2-tailed)
	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
				Lower	Upper			
Ho_1	.3913	.0111	.1372	-.1112	.3982	2.785	28	0.013

Source: Researcher's computation using SPSS version 25, 2025

The findings derived from the paired sample test reveal a significant and positive correlation between training programs and the quality of work executed by staff at Chukwuemeka Odumegwu Ojukwu University. As detailed in Table 4, the statistical analysis produced a t-value of 2.785 with 28 degrees of freedom, and a corresponding p-value of 0.013. This compelling statistical evidence suggests that training has a marked positive effect on the quality of work performance, thereby leading us to accept the alternative hypothesis while decisively rejecting the null hypothesis. Moreover, this empirical data underscores a substantial and affirmative relationship between training initiatives and the enhancement of staff performance at Chukwuemeka Odumegwu Ojukwu University, particularly at a 5% significance level. This indicates that there is only a 1.3% probability that the observed relationship occurred by chance. Consequently, the study robustly endorses the alternative hypothesis, emphasizing the indispensable role of effective training programs in elevating the quality of staff output. The findings advocate for continued investment in comprehensive training strategies as a means to foster improved professional competencies and overall job performance among university staff.

Ho_2: Technical Skill does not significantly impact on time management of staff in Chukwuemeka Odumegwu Ojukwu University.

Hi_2: Technical Skill significantly impact on time management of staff in Chukwuemeka Odumegwu Ojukwu University.

Table 5: Paired Samples Test

	Paired Differences					t	df	Sig. (2-tailed)
	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
				Lower	Upper			
Ho_2	.2990	.0034	.1332	-.1155	.3011	3.822	26	0.010

Source: Researcher's computation using SPSS version 25, 2025

The results of the paired sample test reveal a compelling and statistically significant relationship between technical skills and effective time management among the staff at Chukwuemeka Odumegwu Ojukwu University. The analysis produced a robust t-value of 3.822, which is indicative of a strong effect, along with 26 degrees of freedom (df) that further supports the reliability of our findings. The p-value associated with this t-value was determined to be 0.010, as thoroughly presented in Table 5. This statistic strongly suggests that technical proficiency is integral to enhancing the time management capabilities of the university's staff. In our assessment of the null hypothesis, we adhere to the standard criterion that it should be accepted only if the p-value exceeds 0.05. Given that our observed p-value of 0.010 is significantly below this critical threshold, we are compelled to reject the null hypothesis. This rejection is pivotal: it indicates that technical skills indeed have a substantial and beneficial influence on the time management practices employed by the staff. This conclusion highlights the importance of technical proficiency in promoting effective time management strategies, validated at the 5% level of significance. Consequently, we confidently endorse the alternative hypothesis, which reaffirms the critical and positive correlation between technical skills and the efficient management of time within this academic environment. This insight underscores the need for continued investment in technical skill development as a means to enhance overall staff effectiveness and productivity at the university.

5. DISCUSSION OF FINDINGS

The findings from the first hypothesis presents a comprehensive analysis of the Pearson Product-Moment Correlation Coefficient, emphasizing a significant positive relationship between the training provided and the quality of work produced by the staff at Chukwuemeka Odumegwu Ojukwu University. The calculated correlation coefficient, represented as r = 0.632, demonstrates a strong correlation, indicating that an increase in the amount and quality of training received leads to a 63.2% improvement in work quality. This robust correlation highlights the essential role that targeted training plays in enhancing employees' capacity to produce high-caliber outputs. Furthermore, the coefficient of determination, $r^2 = 0.883$, reveals a compelling explanatory power regarding how training influences work quality. Specifically, this statistic indicates that a remarkable 88.3% of the variations observed in the quality of work among the staff can be attributed to differences in their training experiences. Such a high percentage underscores the critical impact that well-designed training programs have in shaping employee performance and effectiveness. These compelling statistics not only reinforce the vital importance of ongoing training initiatives but also suggest that implementing such programs is imperative for cultivating an environment of excellence and heightened productivity among staff members at the university. Ultimately, investing in comprehensive training is not merely an operational necessity but a strategic imperative for fostering professional growth and ensuring outstanding service delivery within the academic institution.

The findings presented in hypothesis two reveal a statistically significant positive correlation between technical skills and effective time management among the staff at Chukwuemeka Odumegwu Ojukwu University. The analysis produced a Pearson Product-Moment Correlation Coefficient of r = 0.671, indicating a strong relationship between these two variables. Specifically, this correlation suggests that improvements in employees' technical skills are linked to a substantial increase of 67.1% in their time management capabilities. To put it another way, for every unit of enhancement in technical skills, there is a corresponding and significant improvement in the efficiency with which staff members manage their time. Furthermore, the coefficient of determination (r^2) was calculated to be 0.771, underscoring the impressive explanatory power of technical skills regarding time management practices. This means that an astonishing 77.1% of the variations observed in time management among the staff can be attributed to changes in their technical skill levels. This compelling statistic highlights the critical importance of developing and nurturing technical skills as a strategic approach to enhance overall productivity and operational efficiency within the university's workforce. Fostering these skills not only benefits individual staff members but also reinforces the collective effectiveness of the institution in achieving its academic and administrative goals.

5.1 Conclusion

This comprehensive study delves into the substantial impact of human capital development on employee productivity, offering an in-depth analysis that underscores the critical role of training programs in enhancing the quality of work produced by employees. It distinctively illustrates how the development of technical skills is intricately linked to effective time management, ultimately leading to higher productivity levels. Focusing specifically on Chukwuemeka Odumegwu Ojukwu University, the research findings unveil promising pathways for sustainable growth and continuous improvement within the institution. Through a meticulous examination of the independent variable human capital development this study categorizes various training initiatives, such as workshops, mentorship programs, and online courses, all designed to refine technical capabilities and foster professional growth among employees. Conversely, the dependent variable productivity is rigorously assessed through the lenses of work quality and adept time management. The analysis presents a compelling argument that establishes a direct correlation between employee development initiatives and the overall success of the organization. By illustrating this connection, the study highlights the crucial importance of investing in human capital as a strategic approach to achieving organizational excellence and fostering a culture of continuous improvement. Based on the comprehensive findings of our study, we strongly advocate for employees at Chukwuemeka Odumegwu Ojukwu University to proactively engage in a diverse array of training initiatives specifically designed to foster self-improvement and further their pursuit of academic excellence. It is crucial for these individuals not to adopt a passive stance, waiting for university management or their employers to initiate training programs or enforce participation from junior academic staff. Instead, they should actively acknowledge the importance of continuous professional development through various avenues, such as structured in-house training sessions, workshops, seminars, conferences or even off-campus educational opportunities that enhance their academic and professional skills.

Furthermore, the university administration should play an indispensable role in facilitating this growth. By actively seeking sponsorships and partnerships for training opportunities, both at local and international levels, management can ensure that its staff members gain access to cutting-edge programs that are innovative and relevant to their professional fields. Such sponsorships could include collaborations with renowned educational institutions, participation in international conferences, or access to online courses that feature industry leaders as instructors. By investing in these training initiatives, the university not only equips its employees with advanced skills and knowledge at a reduced cost but also creates a win-win situation that benefits both the staff and the institution as a whole. This strategic approach will empower individuals to unlock their full potential, thereby enhancing their contributions to the university's overarching mission of attaining academic excellence and fostering a vibrant educational environment. Such commitment to development will ultimately lead to improved teaching methods, enriched student experiences, and a stronger reputation for Chukwuemeka Odumegwu Ojukwu University within the academic community. The research findings indicate that a substantial enhancement in technical skills can markedly improve time management abilities among academic staff. To facilitate this advancement, the study emphasizes the necessity of providing extensive and targeted training opportunities that cater to the varied needs of faculty members. These training programs should encompass a range of topics, including advanced digital tools, effective prioritization techniques, and methodologies for optimizing workflow processes. By investing in such comprehensive development initiatives, institutions can equip their educators with the skills and strategies required to manage their time more effectively. This, in turn, is likely to foster a more productive and efficient academic environment, allowing academic staff to focus on teaching, research, and student engagement. Ultimately, this approach not only benefits individual staff members but also contributes to the overall success and dynamism of the institution as a whole.

5.2 Contributions to knowledge

This study contributes to knowledge by bringing to the front doors of scholars, academia and concerned educationist that Human capital development and employee engagement play a vital role in shaping organizational success. This includes enhancing skills, fostering a culture of continuous learning, and ensuring that employees are equipped with the necessary tools and resources to thrive. By investing in targeted training programs and professional development opportunities, organizations can significantly boost employee productivity, job satisfaction, and retention rates. Furthermore, understanding the dynamics of employee engagement helps organizations cultivate a motivated workforce that is aligned with the company's goals and values, ultimately leading to improved performance and innovation.

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Appendix

Table 1

s/n	Faculties	GA	AS	Lec II	Lec I	Total
1	Agriculture	-	2	1	2	5
2	Art	-	3	4	6	13
3	Education	-	1	2	5	8
4	Health Sciences	-	1	2	2	5
5	Law	-	1	2	3	6
6	Management Sciences	-	1	3	9	13
7	Social Sciences	-	2	6	8	16
			11	20	35	64

Source: Personnel Service COOU (2025)