

## **Nexus Between Employee Capacity Building and Organizational Productivity**

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**Abstract:** The post-industrial era comes with high external and internal challenges that have affected the manufacturing sector. Sugar firms are among the firms in Kenya facing challenges of resource constraints and management issues leading to poor production. Hence, firms need to access internal employee capabilities to combat the challenges of organizational productivity. The aim of this study is to assess the relationship between employee capacity building and organizational productivity. This was anchored on human capital theory. A correlational research design was adopted where census of all the target population of 218 managers working in 8 sugar companies in Kenya was used. Primary data was used in the study; these data were gathered through the use of a structured questionnaire and data extraction document. A quantitative approach that involved descriptive statistics and inferential was used. The descriptive used mean and standard deviation while the inferential used simple linear regression analysis. The findings revealed that employee capacity building practices which were achieved through training, induction, motivation and employee retention had a positive relation with the productivity of the sugar industry. However, the industry did not have periodic reviews on employee motivation. Hence, the study concluded that there was a positive significant relationship between employee capacity building and organizational productivity.

**Key Words:** Correlational Research Design, Employee Capacity Building, Organizational Productivity, Sugar Companies, Kenya.

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### **1. Introduction**

In the 21<sup>st</sup> century, the present challenge in the external and internal business environment. The Covid-19 pandemic and political instability, as is the case of the Russia-Ukraine war, has affected the supply and demand of most firms (Widodo, 2022). Capacity building strengthens human resource, innovation, knowledge management, abilities, skills and organization in a dynamic business environment (Kwamboka, 2018). Capacity building in developed nations in Europe, Asia and USA has assisted organizations in addressing challenges. Asian nations are able to compete with Western counterparts by using employee capacity building. Most of these countries follow family and social norms in running their organizations rather than the capitalist approach. In Pakistan, bank employees are motivated through capacity building (Ahmad, Farrukh, & Nazir, 2015).

In Africa, human resource development capacity has been deployed in Nigerian firms which have improved training, leading to enhanced performance (Sholesi, 2021). Training plays a significant role in employee capacity building especially in enhancing the skills of African companies' employees in a competitive environment. In Nigeria, employee capacity building as asserted by Okoh & Onoriode (2019) has led to the improvement of competencies and skills among employees in financial firms.

In Kenya, Obor (2017) asserts that human resource development is a crucial aspect of employee capacity building. Innovative capacity building has been utilized in the teaching and learning process in public secondary schools (Mwawasi, 2014).

Employee capacity building is a process of improving skills, capability and knowledge of human resource (Gekonde, Nyamboga & Nyarohoo, 2014) it plays an important role in motivating, training and team building in a firm. Employee capacity building enables the human resource to improve in terms of knowledge, skills and competencies (Okoh & Onoriode, 2019). Human resource development is important in improving knowledge, motivation, reward management, performance appraisal as well as recruitment and selection. Obor (2017) and Sholesi (2021) reveal that training is an important human resource development component that enables an employee to gain the capacity to acquire skills and knowledge leading to improvement in productivity. The role of employee capacity building is to empower employees to be more productive. Saffkaur and Sagrim (2019) argue that the education and training of human resource positively influence the financial performance of a firm.

Employee capacity building involves developing the skills and capabilities of individuals within an organization. This includes providing training, coaching, mentoring, and other forms of support to help employees improve their performance and productivity (Johnson, Ennis-Cole, & Bonhamgregory, 2020).

Employee capacity building also requires communication and public relations skills with the staff and strategic planning. IHEMEJE and AFEGBUA (2020) in the study of capacity building and public service delivery reveal that an organization's employee capacity development entails assessing the demand for personnel, acquiring the right set of skills and knowledge required in the organization, training and development, knowledge management, and building teams to carry out responsibilities efficiently.

Employee capacity building envisages the training, motivating and development of team building to improve the skills, knowledge and capability of human resource within a firm (Gekonde, Nyamboga & Nyarohoo, 2014). In a study of capacity building, Okoh & Onoriode (2019) suggested an improvement in capacity building in human resource through training to impact skills and competencies in the financial institution in Nigeria. In Lebanon a study by Moullem and Analoui (2014) concluded that besides training, motivation, employee involvement, reward management, performance appraisal as well as recruitment and selection are some of the areas that employee capacity building can be enhanced to ensure the right skills and competencies are available in the firm.

A research on human resource by Obor (2017), the study findings revealed that human resource development is an important aspect of employee capacity building which affected firms' performance. However, Safkaur and Sagrim (2019) state in their study of human resource capacity and organizational financial performance that education and training of human resource positively influence the financial performance of a firm. Sholesi (2021) used employee training through adopting effective training methods and techniques improves the performance of a firm in the study of human resource development. Training remain an important aspect of employee capacity building concept that not only motivate but impact skills that is necessary for efficiency and effective in service delivery.

There are sugar firms that are public and private which were licensed by Kenya Sugar Board after complying with relevant institutional requirements (Bowman, 2020). These organizations have managerial autonomy, which is explicitly and implicitly recognized before creation of sugar companies. The efficiency of the public sugar and the government at large is influenced by the ability to make enterprise decisions without the influence of the political environment and ministerial bureaucracy. However, some government control and direction are inevitable since the government is exclusively responsible for performance of public sugar companies. This is contrary to private sugar companies which enjoy high autonomy since they are managed by private individuals. It is only regulated by a government agency for purposes of licensing, quality assurance and trade regulation.

The most affected sugar companies are public companies where numerous issues have affected their productivity over the years. From around 635,700 tonnes in 2015 to 491,100 tonnes in 2018, milled sugar production has steadily decreased in recent years. The nation is a net importer of sugar because imports have been rising while domestic consumption is above 900,000 tonnes per year. Even yet, South Sudan, Somalia, and other Common Market for Eastern and Southern Africa (COMESA) nations receive most of Kenya's meagre sugar exports. Marketed sugar is primarily used for domestic consumption, and it generates roughly Kshs. 500 billion annually, hence supporting the sector's significance. Hence, there is need to examine the relationship between capacity building and the productivity of sugar companies in Kenya.

## **2. Literature Review**

### **2.1 Theoretical Framework**

The study was anchored on human capital theory. Schultz (1961) first advanced the human capital theory intending to provide value addition to people in a firm. It is a widely accepted economic theory which posits that investment in human capital is critical for economic development and productivity. Human capital refers to the knowledge, skills, and abilities that individuals possess, which can be developed through education, training, and work experience (Galiakberova, 2019). Understanding this theory is meant to contribute to better organizational productivity.

Human capital theory suggests that individuals are the most important asset of an organization, and investing in their development and training can lead to increased productivity and economic growth. The theory regards employees as essential assets to the organization and not costs. Serenko and Bontis (2013) assert that human capital development is necessary because it offers intelligence, skills, and expertise that boost its uniqueness of the firm.

The theory also emphasizes the importance of education and training in developing human capital, as well as the need for employers to provide incentives to encourage employees to invest in their own development. Human capital theory further suggests that the value of human capital can be measured by the potential earnings of an individual over their lifetime.

Employee capacity building is a process that organizations use to add value to their workforce, such as by providing career training, professional education, and growth opportunities, among others (Sholesi, 2021).

The scholar asserts that human capital theory has defined methods of quantifying return in human capital investment through training and education which is a crucial concept in employee capacity building. The theory supports the need for training human capital to enhance skills, knowledge, competencies and experience for higher returns in the organization.

Training and development have a direct relationship with knowledge, skills and abilities as attested by human resource capacity building. However, the theory treats human resource as capital that an organization can do or cannot do without. Training and development of human resource is attached to monetary value through training costs and remuneration to achieve organization productivity.

The empirical literature on human capital theory has linked human capital with employee engagement (Mayo, 2012; Ratsameethamachot, 2013). Employee engagement can also be achieved through employee capacity building. Human capital has also been associated with talent development and management (Devine & Syrett, 2014; Thomas, Smith & Diez, 2013). Talent or career development and management assist organizations in retaining desired employees who are productive. Employee capacity building intends to manage existing talent comprising of skills, knowledge and expertise in the organization and reduce job turnover costs. The human capital theory has wide applications which are in agreement with the application of employee capacity building in the organization. The current study focused on linking employee capacity building with the productivity of the firm.

Critics of human capital theory argue that it focuses solely on the economic value of human capital, neglecting the social and cultural factors that can also contribute to development and productivity (Kuzminov, Sorokin, & Froumin, 2019). Additionally, such critics argue that the theory does not take into account the role of social institutions and structures in shaping opportunities for human capital development. Hooley (2021) argue that human capital theory places too much emphasis on individualism and ignores the collective nature of productivity and economic growth. Despite these critiques, human capital theory remains highly relevant in the contemporary era of global competitiveness and economic uncertainty.

Human capital development is critical for capacity building, as it enables organizations to develop and enhance the skills and knowledge of their employees. Transformational leadership can also be seen as a way to develop human capital, by empowering and motivating employees to improve their skills and capabilities. Finally, human capital theory has implications for productivity, as organizations that invest in human capital are likely to be more productive and efficient. Human capital is considered an intangible asset owned by some firms that, if well utilized, would benefit the institution. The human capital theory asserts that despite the institution's lack of ownership, the organization can still gain a high level of training and development of its workforce through strategies like human resource development. Due to the poor productivity of sugar companies in Kenya, there is a need to invest in workforce development through training, team building, and knowledge management. This enables the firms to adopt the culture of human resource development. The theory would form the basis of understanding knowledge management capacity building besides human resource management capacity building as one of the independent variables in this empirical review.

## **2.2 Review of Related Literature**

A study by Safkaur and Sagrim (2019) seeking to determine the effect of human resource capacity on organizational financial performance in Indonesia established a significant influence on organizational performance. The study adopted a descriptive research design where a target population of 100 companies was used. Stratified random sampling was used to obtain a sample of 78 companies. Both descriptive and inferential statistics were used to analyze data. The findings indicated that individual capabilities such as education and training of the users of Human Resource Development (HRD) had positive effects on the company's financial performance. The current study used a correlation research design as opposed to a descriptive research design which enhanced the relationship between variables.

Sholesi (2021) carried out a study to assess the impact of HRD on food industry performance in Ota Ogun, Nigeria. The descriptive research design was used and a systematic sampling method was employed to obtain 248 respondents. Research questionnaires were used to collect data from the participants. Obtained data were analyzed using regression with the help of SPSS 23.0. The findings indicated that industries' performance was determined by employee training and development practices, suggesting that effective training methods and techniques in an organization can improve firm performance. The current study targeted management in sugar firms.

Obor (2017) conducted a study seeking to determine the impact of human resource development on public sector performance. The study was conducted in Kenya's Ministry of Sports, Culture, and Arts. Descriptive research design was employed where questionnaires were used to obtain primary data from 50 respondents and HRD literature; documents from the ministry were used to generate secondary data. Descriptive statistical analysis was used to analyze data which was presented in the form of frequency tables. The findings

indicated that human resource development positively and significantly influenced the performance of the public sector. The current study targeted 218 employees in sampled private and public sugar firms as well as utilized a correlation research design.

Gekonde, Nyamboga and Nyarohoo (2014) examine strategic human resource and organizational capacity building in relation to the performance of public service delivery. Employees were examined using baseline results from the period of 2012 to 2013 on improvement in the performance of service delivery in Nakuru County. Roseau's psychological contract theory guided the study. A descriptive research design was adopted with a target population of 308 employees from 9 sub-counties and a sample of 154 respondents from 5 sub-counties was used. Secondary and primary data were used. The primary data was collected using questionnaires which were analyzed using descriptive and inferential statistics respectively. The study found that human strategies had no significant relationship with public service delivery. The current study examined employee capacity building in relationship with employee productivity.

Okoh and Onoriode (2019) investigate the need for capacity building in human resource management among financial firms in Nigeria. The study targeted 80 top managers and sampled 43 respondents from six commercial banks in Nigeria. Questionnaires were used to collect information from the managers. The results indicated that capacity building enables proficiency among the top management as well as improved skills and competencies among management staff in the financial institution. The study recommended that there is need to improve on engagement of stakeholders and training needs assessment during the capacity building process to ensure effective capacity building in a financial organizations in Nigeria. The current study was done in sugar firms in Kenya.

Mouallen and Analoui (2014) examined the need for capacity building in human resource management-related issues in Lebanon, due to the rise of human resource investment to enable an increase in the performance of employees. The study used a case study of international consultancy organizations specialized in environment, planning, engineering, architecture and economics in Lebanon, Middle East. Interview schedule and observation were used to collect primary data while secondary data were collected from the Beirut design office of the organization. The results revealed that the organization required organizational and employee capacity building to enhance selection, retention, motivation, employee involvement, reward management and performance appraisal. The management required training and development to increase managerial effectiveness for enhanced capacity-building purposes. Finally, the study advocated for transformational leadership to enable new changes and strategies necessary for corporate success and sustainability. The current study examined capacity building, transformational leadership and productivity as means of examining similar issues affecting sugar companies in Kenya. Data was collected using questionnaires.

### **2.3 Summary of Literature Review**

Extant studies assessing the influence of employee capacity building on organizational performance have established that some elements of employee development had a positive effect on organizational performance. Reviewed literature on employee capacity building (Safkaur & Sagrim, 2019; Sholesi, 2021; Gekonde, Nyamboga & Nyarohoo, 2014; Obor, 2017) mainly focused on performance of an organization rather than productivity. The current study focused on productivity of sugar companies in Kenya which examined the employee productivity, quantity of sugar, quality of sugar and efficiency production of sugar in the factory.

Mouallen and Analoui (2014) conducted a study that focused on employee performance rather than production of organization in the study of employee capacity building and employee performance in Lebanon firms. GeSafkaur and Sagrim (2019) assessed the impact of training on organizational performance. Sholesi (2021) examined the influence of team member training and development practices on performance, while Obor (2017) assessed the impact of HRD practices on performance organizations in the public sector. From their findings, it was revealed that human resource development had a positive effect on performance.

Okoh and Onoriode (2019) also focused on capacity building in relation to human resource management development whereas the current study examined employee capacity building in relation to employee performance. Methodological gaps were found in Gekonde, Nyamboga and Nyarohoo (2014) which used descriptive research design. The current study adopted a correlation research design. Despite different studies adopting different methodologies, the findings indicate similar results.

### **3. Methodology**

The study adopted a correlational research design that used a quantitative research method which allowed the research to manipulate quantitative data. This was carried out in Kenya in the Western and Nyanza regions where sugarcane is grown and processed where targeted 218 managers in 8 sugar companies from the Western and Nyanza region of Kenya. Census is sampling procedure that used all the respondents.

The study used a structured questionnaire to collect this type of data. Data collected was analyzed using descriptive statistics such as frequencies, means, and standard deviation to describe the study variables. Also, inferential statistics were carried out by adopting simple linear regression analysis to examine the relationship between employee capacity building and organizational productivity. The findings from data analysis were presented using tables, pie charts, and graphs.

#### 4. Findings and Discussions

Employee capacity building results, which were presented in Table 1, assisted in making necessary interpretations. The results of the sample mean and standard deviation were assessed with a view to understanding employee capacity building in the sugar industry.

Table 1: Employee Capacity Building Descriptive Results

Questions	5 (SA)	4 (A)	3 (N)	2 (D)	1 (SD)	Mean	STD
The sugar firm has used team-building activities to ensure a cohesive workforce.	14(7.2%)	133(68.6%)	47(24.2%)	0(0.0%)	0(0.0%)	3.8299	.53570
The firm conducts on and off-the-job training to enhance employee capacity building resulting in high organisational productivity	28(14.4%)	164(84.5%)	2(1.0%)	0(0.0%)	0(0.0%)	4.1340	.37066
New employees are provided with induction programmes that enhance their productivity.	112(57.7%)	43(22.2%)	29(14.9%)	10(5.2%)	0(0.0%)	4.3247	.91204
We motivate employees for improved productivity.	32(16.5%)	113(58.2%)	46(23.7%)	3(1.5%)	0(0.0%)	3.8969	.67501
There are frequent periodic job reviews to motivate employees which enhances good productivity.	0(0.0%)	65(33.5%)	67(34.5%)	62(32.0%)	0(0.0%)	3.0155	.81104
Employee retention enhances capacity building leading to high productivity.	19(9.8%)	92(47.4%)	55(28.4%)	28(14.4%)	0(0.0%)	3.5258	.85888
Employee capacity development has led to improved productivity for the sugar company.	9(4.6%)	117(60.3%)	68(35.1%)	0(0.0%)	0(0.0%)	3.6959	.55317

Key: 1 = Strongly Disagree (DS), 2= Disagree (D), 3= Neutral (N), 4 = Agree (A), 5 = Strongly Agree (SA), STD = Standard Deviation.

Table 1 showed that 68.6% of the sugar firms agreed to using team-building activities to create cohesiveness in the workforce. Subsequently, this was confirmed by a mean of 3.8299 and a standard deviation of 0.53570, which shows that there is low variation in team-building activities in the sugar firms as a human resource capacity-building strategy. Team-building activities are crucial to achieving cohesion, not only in the sugar industry's manufacturing section but also in the service industry.

A considerable 84.5% of the respondents confirmed the use of on-and-off-the-job training to enhance employee capacity building, resulting in high organizational productivity. A mean of 4.1340 and a standard deviation of 0.37066 implied that on-and-off-the-job training were conducted homogenously across the sugar industry as a human resource capacity-building strategy. The adoption of on-and-off-the-job training assists in improving the productivity of firms. Safkaur and Sagrim (2019) concur that training remains an important concept of human resource capacity beside education in improving financial performance of SMEs in Indonesia. However, the study focused on financial performance rather than organization productivity. The current study also focused on both on-and-off-the-job training which was important in improvement of sugar companies productivity. Similarly, Sholesi (2021) concurred that in fact training in terms of training methods and techniques improve performance of firms in Nigeria.

Firms were also found to conduct induction programs for new employees that enhance their productivity, as strongly agreed upon by 57.7% of the respondents. The sample mean of 4.3247 and standard deviation of 0.91204 further revealed that the induction programs were low across the sugar firms, which was crucial in enhancing productivity.

A high response of 58.2% agreed that the sampled sugar firms motivated employees, which led to improved productivity. The sample mean of 3.8969 and standard deviation of 0.67501 indicate moderate variation among sugar firms, as most of them motivated their employees. It implies that sugar firms ensure that their employees are motivated at work.

According to the results, 34.5% of respondents were neutral on the frequency of periodic reviews. Consequently, those who agreed were 33.5% and those who disagreed were 32.0% on the frequency of reviews of employee motivation. Arguing by the mean of 3.0155 and standard deviation of 0.81104, the firms varied in their review frequency; however, there were slightly more firms that reviewed their employee motivation than those that did not review.

In response to the question of whether employee retention enhanced capacity building, leading to high productivity, 47.4% agreed that it led to higher productivity. Consequently, a mean of 3.5258 and a standard deviation of 0.85888 implies that employee retention was different across the sugar industry.

Further, the review of employee capacity development as agreed by 60.3% led to improved productivity for sugar companies. The mean of 3.6959 and standard deviation of 0.55317 showed that employee capacity development plays a crucial role in improving productivity in the sugar industry.

$H_0$  There is no statistically significant relationship between employee capacity building and the productivity of sugar companies in Kenya.

Employee capacity building was examined on productivity using a simple linear regression model. The regression model results were summarized into models summary which consist of summary model and ANOVA statistics as shown in Table 2.

Table 2: Employee capacity building Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.762 <sup>a</sup>	.581	.579	.37577	.581	266.489	1	192	.000

a. Predictors: (Constant), ECB

Table 2 results revealed that there existed a significant strong positive relationship between employee capacity building and organizational productivity ( $R=0.762$ ,  $P=0.000<0.05$ ). The coefficient of determination indicated that 58.1% variation in employee capacity building was associated with human resource capacity while other factors were 41.9% ( $r\text{-square} = 0.581$ ). This indicated that employee capacity building has a big role to play in enhancing productivity of the organization. The coefficient table results of employee capacity building on organization productivity was presented in Table 3.

Table 3: Employee Capacity Building Coefficient Results

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients		
1	(Constant)	-.986	.278		-3.543	.000
	ECB	1.198	.073	.762	16.324	.000

a. Dependent Variable: OP

According to table 3 results, employee capacity building has a significant relationship with productivity ( $\beta_1 = 1.198, P = 0.000 < 0.05$ ). The results further reveal that a unit increase in employee capacity building had 1.198 units impact on organization productivity. Hence the results rejected the first null hypothesis so the alternative was adopted. Therefore, there was a statistically significant relationship between employee capacity building and the productivity of sugar companies in Kenya.

The results from the current study concur with Saffkaur and Sagrim (2019) in a study done Indonesia and Sholesi (2021) in one done in Nigeria. However, the two studies focused on performance of the firms rather than productivity. The training programs that provide induction, on and off-the-job training played an important aspect in the productivity of the sugar firms.

## 5. Conclusions and Recommendations

### 5.1 Conclusions

The study concluded that employee capacity building had a positive statistically significant relationship with the productivity of sugar companies in Kenya. The sugar firms conducted on-and-off-the-job training, which boosted employee capacity building and led to high production. In addition, new employees were inducted to improve productivity in the sugar industry. The sugar firms also motivated employees to enhance productivity. However, there were no frequent periodic reviews of the motivation structure, affecting the negative motivation system. The use of employee retention tactics enabled the firms to improve employee capacity building, leading to high productivity.

### 5.2 Recommendations

The current study recommends that firms improve human capacity building by reviewing the motivation system that leads to good productivity. The improvement of the motivation system will not only assist in improving the efficiency of human resources but also assist in employee retention in the sugar industry.

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