

Governance and Society Review (GSR)

Volume 1 Issue 2, Fall 2022


ISSN (P): 2959-1619, ISSN (E): 2959-1627

Homepage: <https://journals.umt.edu.pk/index.php/gsr>



Article QR



- Title:** Human Capital Development and Employee Job Satisfaction in Public Tertiary Institutions of Kogi State, Nigeria
- Author (s):** Akeem Tunde Nafiu¹, Sember Jennifer Orga², Danlami Joseph Aduku²
- Affiliation (s):** ¹Prince Abubakar Audu University, Anyigba, Nigeria
²Abubakar Tafawa Balewa University, Kogi State, Nigeria
- DOI:** <https://doi.org/10.32350/esr.12.02>
- History:** Received: August 29, 2022, Revised: December 12, 2022, Accepted: December 20, 2022, Published: December 30, 2022
- Citation:** Nafiu, A. T., Orga, S. J., & Aduku, D. J. (2022). Human capital development and employee job satisfaction in public tertiary institutions of Kogi State, Nigeria. *Governance and Society Review*, 1(2), 23–42. <https://doi.org/10.32350/gsr.12.02>
- Copyright:** © The Authors
- Licensing:**  This article is open access and is distributed under the terms of [Creative Commons Attribution 4.0 International License](https://creativecommons.org/licenses/by/4.0/)
- Conflict of Interest:** Author(s) declared no conflict of interest



A publication of The School of Governance and Society
University of Management and Technology, Lahore, Pakistan

Human Capital Development and Employee Job Satisfaction in Public Tertiary Institutions of Kogi State, Nigeria

Akeem Tunde Nafiu^{1*}, Sember Jennifer Orga², and Danlami Joseph Aduku²

¹Centre for Pre-degree and Diploma Studies, Prince Abubakar Audu University, Anyigba, Nigeria

²Department of Management Studies, Abubakar Tafawa Balewa University, COE Ankpa Study Centre, Kogi State

Abstract

This research aims to study the Human Capital Development (HCD) and the job satisfaction of staff in public tertiary institutions in Kogi State, Nigeria. The sample size of 126 participants was selected using a multi-stage sampling technique. Descriptive statistics, simple and stepwise multiple regression, and Pearson correlation matrix were employed for the data analysis. The findings showed that perceived safety culture in the institution and access to medical facilities have a strong influence on the employee's satisfaction in the Public Tertiary Institutions in Kogi State. Moreover, it was concluded that investment in the human capital development is a panacea for issues related to job satisfaction. It was also suggested that Public Tertiary Institutions in Kogi State must give attention to social safety and health care services. Furthermore, it was recommended that the management of Public Tertiary Institutions should increase investment in HCD to facilitate, improve and sustain the career development and its safety culture to access the medical facilities. These facilities are crucial for the increased job satisfaction of staff in the Public Tertiary Institutions in Kogi State.

Keywords: employee skills, employee job satisfaction, human capital development, job promotion, staff retention, social safety and health care

Introduction

Today public institutions pay more attention to human capital in Kogi State, Nigeria. Aluko and Auko (2012) posited that human capital reflects the pool of abilities, knowledge, social and personality traits, especially inventiveness, which ensued in the ability to do labour in order to generate economic value. Developing human capital remains a sine qua non for public institutions in Kogi State. Udu (2014) posited that Human Capital

* Corresponding Author: tundenafiu01@gmail.com

Development (HCD) reflects an individual's education, skillsets, and problem-solving capabilities that enable them to be economically productive. Gyang (2011) added that it reflects the set of talents and abilities that a person uses in the workplace to complete tasks. The need for public institutions to develop ways to enhance and utilize human capital's intellect, expertise, and creative potential in order to meet the expectations of the environment is highlighted by technological and market economic trends.

In recent years, Human Capital Development (HCD) seems to have been a major concern in terms of higher institutions' academic development in Kogi State (Nafiu et al., 2020). This is because the expansion of the higher institutions' tangible capital and academic success is heavily reliant on HCD. Investment in HCD is very important because of the social health situation, which has grown worse with the passage of time. COVID-19 has become a global phenomenon cutting short the lives of the key academic staff of public institutions. Hence, the need to invest in HCD arises as a result of the surviving members of staff, which have to adopt recent technologies for e-learning in public tertiary institutions in Kogi State. Lack of sufficient investment in HCD (which is the process of expanding staff's knowledge, skills, and talents) may cut short the possibility of success and academic progress in public tertiary institutions. Ukenna et al., (2010) expressed that organizations would have to commit resources to guarantee that their staff have the necessary knowledge, skills, and required capabilities.

HCD has the tendency to increase the job satisfaction of staff in public tertiary institutions in Kogi State. Somvir and Kaushik (2012) opined that an individual or group of individuals undertake a job in return for a reward. The reward may not necessarily be in monetary measure. In some cases, employees seek non-monetary rewards with respect to HCD. The job satisfaction of the staff may also be in the form of emotional response to a particular job situation. There is a possibility that adequate investment in HCD can make the members of staff in the tertiary institutions feel good about their jobs and different aspects of it. Manuere (2017) stressed that research evidence avail that a positive relationship exists between HCD and job satisfaction. In addition, Gamlath and Kaluarachi (2014) posited that job satisfaction relies on HCD. Yaya (2016) added that staff job satisfaction is a key factor in establishing overall productivity in any organization.

Statement of Problem

Substantial challenges have been observed in the staff of public tertiary institutions in Kogi State, Nigeria. These challenges are related to the mandatory use of technology in the crucial time of COVID-19 pandemic. There is a dire need to develop the staff members, accordingly to cope with the present academic situation. Public tertiary institutions in Kogi State were known for investment in HCD previously. It was observed that the job satisfaction of the members of staff a few years ago has witnessed another dimension. The staff members who appear to be satisfied with their jobs in the past now have to deal new ways to carry a task. Proficiency in technology is now necessary for activities that used to be easy to perform without it, as previously they could be completed without any added stress even in black and white. The investment in HCD now have become necessary for the public tertiary institutions in Kogi State, Nigeria.

Aside from the HCD, it is observed that governments and tertiary institutions in Kogi State have not partnered up sufficiently to participate in evidence-based investments to assist every staff member to reach his/her full potential. Social safety in the face of COVID-19 still remains worrisome. The focus of public tertiary institutions on Primary Health Care (PHC) and the use of technology in the academic environment remains questionable. Dash et al. (2021) noted the importance of health care and the safety of staff in the face of the COVID-19 pandemic. The readiness of tertiary institutions to take care and invest in staff safety can serve as a strategic tool for inducing job satisfaction in this present time of the pandemic.

It is no doubt that several studies have been conducted to investigate the effect of HCD on employee performance at the workplace. Okafor et al. (2019) were able to prove that HCD activities in the Nigeria hospital have significant potential to optimize employee performance. Other studies (such as Mbah et al., 2018; Dawodu et al., 2018; Daniel, 2019; Agha, 2014) have also proven the linear relationship between HCD and organizational performance in the context of the manufacturing industry. An employee who is satisfied with his/her job is likely to perform outstandingly. Few researches have only been conducted to investigate HCD and job satisfaction in Kogi State. There is a need for a robust research effort to seek the job satisfaction of staff in the context of public tertiary institutions. This is because the job satisfaction of the staff in the public tertiary institutions

of Kogi State is not clearly given the COVID-19 (pandemic) challenge today. This study investigates the relationship between job satisfaction, Human Capital Development (HCD), and public tertiary institutions in Kogi State, considering the fact that some staff who were previously unfamiliar with technology are now required to use it.

Objectives of the Study

The prime objective of this study was to ascertain the effect of Human Capital Development (HCD) on employee job satisfaction on the public tertiary institutions in Kogi State, Nigeria. The specific objectives are listed below

- i. To examine the effect of HCD on employee retention in public tertiary institutions in Kogi State.
- ii. To ascertain the effect of employee skills on job promotion of employee in the public tertiary institutions in Kogi State.
- iii. To determine the influence of social safety and health care on employee job satisfaction in the Public Tertiary Institutions in Kogi State.

Literature Review

Human capital is a term that refers to human resources. Managing human capital is similar to managing intellectual property. Intangible assets or the intelligence of staff provides value to public tertiary institutions. Human capital is a store of knowledge made up of the creative energies encompassed by the ability to do work in order to develop more economically valuable goods or services. According to Choudhury and Nayak (2011), people are an organization's most valuable asset, providing the intellectual capital that promotes difference and increases value. Public tertiary institutions are nothing more than a collection of interconnected individuals whose activities are organized and directed to achieve designed goals. Qureshi et al. (2006) defined HCD as a training for the development of people's potential capacities. They argued that HCD is critical in order to get the maximum out of human resources for the purpose and efficiency of both people and public tertiary institutions.

HCD is the practice of assembling a sufficient, well balanced, and critical mass of human resources, as well as creating an environment that allows all people to participate meaningfully and contribute in the overall

development effort (Akingbade, [2008](#)). It is the technique through which public tertiary institutions assist their employees in acquiring knowledge, skill, and abilities through an ongoing purpose and purposeful activities with the goal to complete various tasks related to their current or anticipated future jobs (Mueller, [2012](#)). Eletu et al. ([2017](#)) argued that HCD is the process of improving skills and competencies through on-the-job and off-the-job trainings and development.

Staff Job Satisfaction (SJS) implies the pleasant emotional state of staff members with respect to the evaluation of work. There are opportunities outside the public tertiary institutions in which employees are working. They are continuously evaluating state-funded higher education institutions; examining employment opportunities and the level of fairness in their treatment compared to others in similar positions. The staff members are often concerned with how well they are valued and appreciated for the effort they exert in the process of achieving the institution's goal. SJS manifests itself through the contentment and accomplishment of those who like and excel at their jobs. Employees who are satisfied with their jobs exhibit attitudes that reflect that they are gratified or fulfilled by their work (Liu et al., [2014](#)).

HCD is believed to have an influence on SJS. Evidence emerged from the study of Jeki ([2019](#)) that HCD has a positive linear relationship with the job satisfaction. By acquiring new knowledge and successfully implementing innovative ideas, employees experience greater job satisfaction, which ultimately benefits them. Additionally, HCD induces acquisition of new competencies that can facilitate self-fulfillment and ease the doing process in jobs.

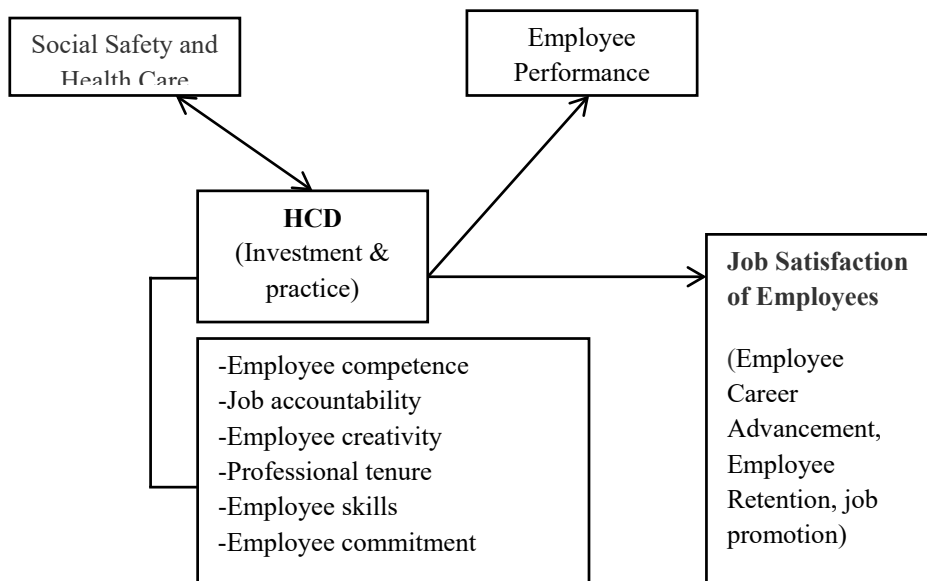
Investment in HCD can bring improvement in the staff performance. In previous studies (Akintayo, [2011](#); Akorede, [2011](#)), HCD was proven to be significantly improving the productivity of an organization employees. This made Shaukat et al. ([2012](#)) to conclude that HCD is the key in attaining the primary goals of an organization. Udu and Evans ([2016](#)) provided evidence that there is a positive relationship between HCD and the quality of job performance. SJS is dependent on goal achievement, which contributes to the success and growth of public tertiary institutions by improving the job quality. Public tertiary institutions that promote a culture of employee satisfaction tend to be more effective. SJS plays a very vital role in their performance of any organization (Latif et al., [2014](#); Perera et al., [2014](#)). This

study upholds employee's creativity, employee skills, and level of education as proxy measures for the HCD. Studies (Bagdadli & Gianecchini, 2019; Spurk et al., 2019; Bagdadli et al., 2021) have argued that HCD is critical for the career success. Abba (2018) also provided scientific proof that HCD can influence staff retention in public tertiary institutions.

A multitude of demands regulate human activity, including the expectation of employees to work in a secure environment and have their health needs met appropriately. As a result, employees' action and its driving force are a combination of many components (one of which social safety and health care are paramount). In the current scenario of COVID-19 pandemic, HCD may not contribute to SJS. There is often fear of sudden death of staff members who could not manage to get the adequate care. Rakić and Živković (2019) posited that there are reasons why healthy people behave the way they do. Thus, social safety and health care can influence SJS in public tertiary institutions in Kogi State.

Figure 1

Conceptual Framework of HCD



Note. Source: (Latif et al., 2014; Perera et al., 2014; Jeki, 2019)

Theoretical Review

Becker is credited for developing the Human Capital Theory (HCT) in (1962). HCT's central argument was to develop a pivot role of education for people is immeasurable, and that education facilitates increased efficiency and marginal output. HCT inherits the "hard core" metaphysical assumptions of the orthodox economics research program (Zamora, 2006).

Friedman (1976) claims that investments in education and trainings are the utmost significant achievements. According to Friedman, the primary proposition of HCT is that additional education can be obtained, and would lead to greater monetary or non-monetary rewards. Investing significantly in human resources through training, re-training, and development can greatly increase the potential for individuals to perform at their best. Additionally, HCT believes that certain labor is more efficient than others are because more funds have been committed in their education (Mueller, 2012). One of the major assumptions of the HCT is that, like any other investment, skill building would be more rewarding and may probably require a longer duration to reap the benefits (Mueller, 2012).

The inputs of HCT is that it would help the management of the public tertiary institutions in Kogi State to ensure quality training, retraining, career development, and appropriate disciplinary measures to enhance SJS. For this reasons, HCT was adopted to conduct this research. Previous studies (Ajisafe et al., 2015; Clifford & Obaro, 2017; Abba, 2018) have used this theory in their studies of HCD. The reason for the choice of HCD is that human capital manages the management of public tertiary institutions. This theory is significant for this study because it explains the link between HCD and SJS. The theory makes emphasis on the need to invest in HCD for the adequate knowledge and skills.

Research Methodology

This study employs a descriptive research survey. It was most useful to determine the effect of Human Capital Development and staff's job satisfaction in public tertiary institutions in Kogi State. Two public tertiary institutions in Kogi State were considered for the current study. The sample size of 126 respondents was chosen and gathered by conducting a survey. The sampling method used in this study was multi-stage sampling technique. This is because a sample from the population was drawn at each level by breaking it down into smaller groups. It involved characterizing the

respondents by groups. This technique is very speedy, easy, readily available, and cost effective. The quantitative data obtained from the respondents using questionnaire was analyzed by using a descriptive statistics and Stepwise Multiple Regression model. In specific form, the following models were specified:

$$\text{EMR} = a + \beta_1\text{EEC}_1 + \beta_2\text{EES}_2 + \beta_3\text{LOE}_3 + e \quad (\text{i})$$

$$\text{JPS} = a + \beta_1\text{TSL} + \beta_2\text{CTS} + e \quad (\text{ii})$$

$$\text{JSS} = a + \beta_1\text{PSC} + \beta_2\text{AMF} + e \quad (\text{iii})$$

Where,

a = Constant

EEC = Employee creativity, EES = Employee skills, LOE = Level of education, EMR = Staff retention, TSL= Technical skill, CTS= Creative Thinking Skill, JPS= Job promotion of staff, PSC= Perceived Safety Culture, AMF= Access to Medical Facilities, β = regression coefficient, and e = residual or stochastic term.

Data Analysis and Results

Table 1

Descriptive Statistics of Attributes of Job Satisfaction

	Mean	Std. Deviation
Progressing in personal and professional development	1.9919	1.18388
Perceived future career path	2.3577	1.18826
Availability of career advancement opportunities	2.4146	1.24747
Chances for promotion	2.5854	1.40215
Promotion based on new productive human capital (by experience)	2.0407	1.32689
Promotion based on acquisition of academic degree	2.1382	1.25008
Satisfaction with job itself	2.2276	1.43042
Experience gained from the job	2.1301	1.07855

Table 1 shows a progress in the personal and professional development ($\bar{x} = 1.9919$; $\alpha = 1.18388$), perceived future career path ($\bar{x} = 2.3577$; $\alpha = 1.18826$), availability of career advancement opportunities ($\bar{x} = 2.4146$; $\alpha = 1.24747$), chances for promotion ($\bar{x} = 2.5854$; $\alpha = 1.40215$), promotion based on new productive human capital ($\bar{x} = 2.0407$; $\alpha = 1.32689$), promotion based on acquisition of academic degree that is most relevant to

the job performance ($\hat{x}=2.1382$; $\alpha = 1.25008$), satisfaction with the job itself ($\hat{x}=2.2276$; $\alpha = 1.43042$), and experience gained from the job ($\hat{x}=2.1301$; $\alpha = 1.07855$) which gives employees job satisfaction. However, respondents seem to be satisfied with chances for the promotion. This appears to be the strongest aspect connected with their job satisfaction.

Table 2

Multiple Regression of HCD on Staff Retention

Variables	β	Std. Error	t	p	R^2	F -Stat $p < .001$	Mean Square
(Constant)	.405	.110	3.681	.000			
Employee creativity	.960	.057	16.729	.000	.764	391.57	.277
Employee skills	-.251	.075	-3.352	.001	.774	205.25	.268
Level of education	.146	.060	2.423	.017	.784	144.34	.257

Note. Predictors (constant): employee creativity, employee skills, level of education, dependent variable: staff retention

Table 2 shows the influence of three variables (such as employee creativity, employee skills, and the level of education) on staff retention of staff in public tertiary institutions in Kogi State. Employee creativity ($R^2=0.764$), employee skills ($R^2=0.774$), and the level of education ($R^2=0.784$) explained the staff retention of staff in public tertiary institutions in Kogi State. It could be observed that 76.4% variation in the retention of staff in public tertiary institutions in Kogi State was predicted by employee creativity; 77.4% variation in the retention of staff in public tertiary institutions in Kogi State was predicted by employee skills, and 78.4% variation in the retention of staff in public tertiary institutions in Kogi State was predicted by the level of education. The unpredicted variations (in employee creativity- 23.6%, employee skills- 22.6%, and the level of education- 21.6%) signified that other variables could predict the retention of staff in public tertiary institutions in Kogi State. Therefore, the R^2 -value proved that employee creativity, employee skills, and the level of education have a strong influence on the retention of staff in public tertiary institutions in Kogi State.

Table 2 indicates that utilizing the model is a more favorable option than estimating the mean. The mean square residual values (0.277 for employee creativity, 0.268 for employee skills, and 0.257 for the level of education)

are smaller, which showed less deviation between the observed and fitted values. The p -value for the F test statistic (391.571 for employee creativity, 205.247 for employee skills, and 144.341 for the level of education) are less than 0.001, which provided a strong support against the null hypotheses. The coefficient of determination (in table 2) for employee creativity ($R^2=0.764$), employee skills ($R^2=0.774$), and the level of education ($R^2=0.784$) showed that it has a significant influence on the retention of staff in public tertiary institutions in Kogi State.

Table 2 shows the coefficients of the variables and retention of staff in public tertiary institutions in Kogi State. The coefficient of employee creativity ($\beta = 0.960$; p -value < 0.01) signifies a significant positive linear relationship with the retention of staff in public tertiary institutions in Kogi State. The results showed that employee skills acquisition has a significant negative linear relationship with the retention of staff in public tertiary institutions in Kogi State ($\beta = -0.251$; p -value < 0.01). The results proved that the level of education has a significant positive linear relationship with the retention of staff in public tertiary institutions in Kogi State ($\beta = 0.146$; p -value < 0.01).

Table 3

Multiple Regression for Employee Skills on Job Promotion of Staff

Variables	β	Std. Error	t -Stat	p	R^2	F -Stat $p < .001$	Mean Square
(Constant)	-.298	.095	-3.142	.002			
Technical skill	.712	.041	17.464	.000	.838	624.361	.322
Creative thinking skill	.386	.042	9.126	.000	.904	566.092	.192

Note. Predictors (constant): employee creativity, employee skills, level of education, dependent variable: staff retention

Table 3 shows that technical skill ($R^2 = 0.838$) and creative thinking skill ($R^2 = 0.904$) have explanatory power on the job promotion of staff in public tertiary institutions in Kogi State. Hence, 83.8% variation in the job promotion of staff was predicted by technical skill and 90.4% variation in the job promotion of staff was predicted by creative thinking skill. The unpredicted variations (in technical skill – 16.2% and creative thinking skill – 9.6%) showed that other variables could predict the job promotion of staff in public tertiary institutions in Kogi State. Therefore, the R^2 -values proved

that technical skill and creative thinking skills have a strong effect on the job promotion of staff in public tertiary institutions in Kogi State.

Table 3 reports that using the regression model is better than guessing the mean. The mean square residual values (0.322 for technical skill and 0.192 for creative thinking skill) are smaller, indicating less deviation between the observed and fitted values. The *P*-value for the *F* test statistic (624.361 for technical skill and 566.092 for creative thinking skill) are less than 0.001, providing a strong evidence against the null hypotheses. The coefficient of determination (in table 3) for the technical skill ($R^2 = 0.838$) and creative thinking skill ($R^2 = 0.904$) indicated significant effect on the job promotion of staff in public tertiary institutions in Kogi State.

Table 3 shows the coefficients of the variables and job promotion of staff in public tertiary institutions in Kogi State. The coefficient for the technical skill ($\beta = 0.712$; p -value < 0.01) shows a significant positive linear relationship with the job promotion of staff in public tertiary institutions in Kogi State. It was observed that the technical skill has a positive contribution in the job promotion of staff in public tertiary institutions in Kogi State. The results proved that creative thinking skill has a significant positive linear relationship with the job promotion of staff in public tertiary institutions in Kogi State ($\beta = 0.386$; p -value < 0.01).

Table 4

Multiple Regression of Social Safety and Health Care on Job Satisfaction

Variables	β	Std. Error	<i>t</i> -Stat	<i>p</i>	R^2	F-Stat <i>p</i> <.001	Mean Square
(Constant)	.129	.062	2.089	.039			
Perceived safety culture in the institution	.796	.032	24.81	.000	.911	1232.372	.126
Access to medical facilities	.085	.037	2.266	.025	.914	639.799	.122

Note. Predictors (constant): employee creativity, employee skills, level of education, dependent variable: staff retention

Table 4 indicates the influence of two variables (such as perceived safety culture in the institution and access to medical facilities) on the job satisfaction of staff in public tertiary institutions in Kogi State. The results showed that perceived safety culture in the institution ($R^2 = 0.911$) and access to the health facilities ($R^2 = 0.914$) have explanatory power over the

job satisfaction of staff in public tertiary institutions in Kogi State. It was observed that 91.1% variation in the job satisfaction of staff in public tertiary institutions in Kogi State is predicted by the perceived safety culture in the institution and 91.4% variation in the job satisfaction of staff in public tertiary institutions in Kogi State predicted the access to medical facilities. The unpredicted variations (in perceived safety culture in the institution - 8.9% and access to medical facilities- 8.6%) showed that other variables could predict job satisfaction of staff in public tertiary institutions in Kogi State. Invariably, both coefficients of determinations (R^2 value) proved that the variables have a strong influence on the job satisfaction of staff in public tertiary institutions in Kogi State.

Table 4 shows the mean square (residual values), which was 0.126 for the perceived safety culture in the institution and 0.122 for the access to medical facilities, which are smaller and signifies less deviation between the observed and fitted values. The p -value for the F test statistic) for the perceived safety culture in the institution was 1232.372 and 639.799 for the access of health facilities, which are less than 0.001. This showed a concrete evidence against the null hypotheses. The coefficient of determination (in Table 4) for the perceived safety culture in the institution ($R^2 = 0.911$) and access to medical facilities ($R^2 = 0.914$) showed significant influence on the job satisfaction of staff in the public tertiary institutions in Kogi State.

Table 4 identifies the coefficients of the selected variables and job satisfaction. The coefficient of perceived safety culture in the institution ($\beta = 0.796$; p -value < 0.01) shows a significant positive linear relationship with the job satisfaction of employees in public tertiary institutions in Kogi State. Access to medical facilities has a significant and positive linear relationship with the job satisfaction of employees in public tertiary institutions in Kogi State ($\beta = 0.085$; p -value < 0.05).

Discussion

The findings showed that employee creativity, employee skills, and level of education have strong influence on the retention of employees in the public tertiary institutions in Kogi State, Nigeria. This implies that investment in human capital development would not only enhance the employees' ability to come up with innovative and beneficial ideas for products, procedures, and processes at work, but it would bring significant value to the employees. The public tertiary institutions with creative employees would significantly

do every possible thing to retain them. Ng'ethe et al. (2012) purported that staff retention assist the institutions in achieving their vision and mission, therefore, they are becoming the centre for excellence. This study found a positive linear relationship between employee creativity and the retention of employees in public tertiary institutions in Kogi State. This study found a negative linear relationship between employee skills and the retention of staff in public tertiary institutions in Kogi State, Nigeria. This result is against the a-priori expectation of this study. However, it may mean that employees search for better offer elsewhere after acquiring skills and the public tertiary institutions in Kogi State could not stop them. The current study also indicated a positive linear relationship between the level of education and retention of employees in public tertiary institutions in Kogi State.

The current findings showed that technical skills and creative thinking skills have a strong effect on the job promotion of employees in public tertiary institutions in Kogi State. The technical skills are necessarily required to accomplish the practical tasks. Technical abilities often necessitate the use of certain tools as well as the technologies, which are necessary to employ the technical tools. These technical skills could only be acquired through human capital development (HCD). HCD can facilitate the acquisition of creative thinking skills, which entails the capacity to assess things from a novel perspective. Analysis, open-mindedness, problem solving, organizing, and communication among others are aspects of creative thinking. Thus, the findings revealed that technical skill have a positive linear relationship with job promotion of employees in public tertiary institutions in Kogi State. Hence, it was deduced that creative thinking skills have a positive linear relationship with job promotion of employees in public tertiary institutions in Kogi State.

This study indicated that the perceived safety culture in the institution and access to medical facilities have a strong influence on job satisfaction of employees in public tertiary institutions in Kogi State. This safety culture in the institutions may take different dimensions. Best practices among a good safety culture may enhance the management focus on human capital development and this would possibly lead to job satisfaction of employees. Access to medical facilities is a key to attain the job satisfaction for any employee. Prioritizing employee health should take precedence over the concept of human capital. Investment on human capital development only

materializes when the employees are healthy and efficient to work. This study findings support the findings of Yusuf et al. (2012) that occupational safety and health has a substantial effect on the job satisfaction of employees. However, the findings refute the findings of Katongole (2019) that occupational health/safety practices do not have a significant relationship with the job satisfaction of employees. The empirical investigation has established that perceived safety culture in the institution gained more concentration as compared to the access of health facilities. Moreover, the results indicate that in public tertiary institutions in Kogi State, perceived safety culture has a greater impact on the job satisfaction of employees than access to medical facilities.

Conclusion

Human capital is a critical component of any progressive organization. By investing in human capital development, Public Tertiary Institutions in Kogi State can improve staff performance, job satisfaction, talent, and skills. Employees who perceive that their organization will help them achieve career advancement are more likely to have higher job satisfaction and lower turnover rates. Investing in human capital development can address issues related to job satisfaction, but Public Tertiary Institutions in Kogi State must also prioritize social safety and healthcare. Improved safety culture and access to medical facilities should take precedence over human capital development practices. A commitment to safety and healthcare by management can lead to increased job satisfaction among staff. Perceived safety culture and access to medical facilities were found to have a strong influence on job satisfaction in Public Tertiary Institutions in Kogi State. Safety culture demands more attention as it has a greater impact on job satisfaction. In addition to improving job satisfaction, human capital development also plays a role in retaining key staff. The study found that employee creativity and education level have a positive relationship with staff retention, while employee skill has an inverse relationship. However, employee skill has a positive effect on job promotion in Public Tertiary Institutions in Kogi State. Technical and creative thinking skills are particularly important for staff promotion in public tertiary institutions.

Recommendations

This study recommends that

- i. The management of Public Tertiary Institutions should formulate effective policies on human capital development relative to the retention of staff. The policy should focus on improved creativity and educational level of staff in the Public Tertiary Institutions in Kogi State. The policy should also discourage employees leaving the institutions after the acquisition of skills to avoid loss of efforts.
- ii. The management of Public Tertiary Institutions should consider varying aspect of employee skills in the job promotion exercise. Both technical skill and creative thinking skill should be prioritized in the job promotion of staff in the Public Tertiary Institutions in Kogi State.
- iii. The management of Public Tertiary Institutions should sustain its safety culture and improve the access of medical facilities; as these are crucial for increased job satisfaction of staff in the Public Tertiary Institutions in Kogi State.

References

- Abba, M. T. (2018). Effects of training and development on employee retention in Bauchi state metropolis banks. *International Journal of Operational Research in Management, Social Sciences & Education*, 4(1), 24–39.
- Agha, N. C. (2014). Human capital development and organizational performance. *EBSU Journal of Contemporary Management*, 2(1), 67–73.
- Ajisafe, O. I, Orifa, R. A., & Balogun, J. A. (2015). Impact of human capital on organizational performance. *Journal of Resources Development and Management*, 14(5), 8–14
- Akingbade, B. (2008). *Meeting the challenges of human capital development in nigeria: the case for reforms in our educational policies and systems* (Lecture notes, University of Nigeria).
- Akintayo, W. L. (2011). *Human capital development: its Impact on entrepreneurs' Attribute and performance of small enterprises batik, tie and die in Nigeria*. Codat Publications.
- Akorede, O. (2011). Human capital development and national economic growth: nigeria experience. Human capital development in Africa. Codat Publication.

- Aluko, I. A., & Aluko, O. (2012). Human Capital Development Nigeria's Greatest Challenge. *Journal of Management Policy and Practice*, 13(1), 162–177.
- Bagdadli, S., & Gianecchini, M. (2019). Organizational career management practices and objective career success: A systematic review and framework. *Human Resource Management Review*, 29(3), 353–370. <https://doi.org/10.1016/j.hrmr.2018.08.001>
- Bagdadli, S., Gianecchini, M., Andresen, M., Cotton, R., Kaše, R., Lazarova, M., Smale, A., Bosak, J., Briscoe, J. P., Chudzikowski, K., Russo, S. D., & Reichel, A. (2021). Human capital development practices and career success: The moderating role of country development and income inequality. *Journal of Organizational Behavior*, 42(4), 429–447. <https://doi.org/10.1002/job.2506>
- Becker, G. (1962) Investment in human capital: A theoretical analysis. *Journal of Political Economy*, 70, 9–49. <http://dx.doi.org/10.1086/258724>
- Liu, Y., Aunguroch, Y., & Yunibhand, J. (2016). Job satisfaction in nursing: a concept analysis study. *International Nursing Review*, 63(1), 84–91. <https://doi.org/10.1111/inr.12215>
- Choudhury, J., & Nayak, S.C. (2011). An Empirical Investigation of Impact of Acquisitions Human Resource Configuration on Human Capital Development, *Global Journal of Management and Business Research*, 11(2).
- Clifford, N. B., & Obaro, R. C. (2017, April 28–30). *Human capital development on employee performance: A case study of Ignatius Ajuru University of Education and University of Port-Harcourt Choba, River State*. Proceeding of the 2nd American Academic Research Conference on Global Business, Economic, finance and Social Sciences. New York, US.
- Daniel, C. O. (2019). The effect of human capital development on organizational performance. *International Journal of scientific Research and Management*, 7(1), 952–958. <https://doi.org/10.18535/ijstrm/v7i1.em03>
- Dash, D. P., Sethi, N., & Dash, A. K. (2021). Infectious disease, human capital, and the BRICS economy in the time of COVID-19. *MethodsX*, 8, e101202. <https://doi.org/10.1016/j.mex.2020.101202>

- Dawodu, A.A., Akintunde, O.A., & Olulana, B. S. (2018). Human capital development and organizational performance in the food, beverages and Tabaco industry in Lagos state, Nigeria. *Nigerian Journal of Management Studies*, 18(2), 27–35.
- Eletu, I. T., Ukoha, D., & Nwuche, C. A. (2017). Human capital development and corporate performance: A study of food and beverages firms in port Harcourt. *International Journal of Advanced Academic Research*, 3(6), 63–74.
- Friedman, M. (1976). *Price Theory*. Aldine Publishing Company.
- Gamlath, G. R. M., & Kaluarachchi, I. P. (2014). Factors affecting job satisfaction: A study of export manufacturing organizations of Biyagama free Trade zone in Sri Lanka. *Proceedings of the Peradeniya Univ. International Research Session*, 18, 54.
- Gyang, T. S. (2011). Human resources development in Nigeria: the roadmap for vision 20: 2020. *International Journal of Economic Development Research and Investment*, 2(1), 70–79.
- Jeki, S. (2019, September). The effect of human capital, motivation and job satisfaction on employee performance: A literature review. *3rd Padang International Conference on Economics Education, Economics, Business and Management, Accounting and Entrepreneurship (PICEEBA 2019)* (pp. 42-49).
- Katongole, Y. (2019). *Perceived influence of occupational health safety practices, job satisfaction and employee performance among employees of Kakira sugar work* [Bachelor thesis, Makerere University]. Makerere University Undergraduate Dissertations Repository. <http://dissertations.mak.ac.ug/handle/20.500.12281/7703?show=full>
- Latif, M.S., Ahmed, M., Qasim, M., Mushtaq, M., Ferdoos, A., & Naeem, H. (2014). *Impact employees' satisfaction on organizational performance*. Kings Press.
- Manuere, F. (2017). Human capital development programmes and their effect on the job satisfaction of workers in Zimbabwe urban municipalities: The case of Chinhoyi. *International Journal of Academic Research in Business and Social Sciences*, 7(12), 874–888. <https://doi.org/10.6007/IJARBS/v7-i12/3719>
- Mbah, P. C., Aga, C. C., & Onyia, E. (2018). Effect of human capital development in organizational performance in manufacturing industries

- in south –east Nigeria. *Human Resources Management Academic Research Society*, 7(3), 60–78. <http://dx.doi.org/10.6007/IJAREMS/v7-i3/4378>
- Mueller, M. W. (2012). Applying Human Capital Theory to Women's Changing Work Patterns. *Journal of Social Issues*, 3(8), 89–95. <https://doi.org/10.1111/j.1540-4560.1982.tb00844.x>
- Nafiu, A. T., Orugun, J. J., & Aduku, D. J. (2020). Entrepreneurship and education in Nigeria: Investigating the factors impacting on human development. *Management and Human Resource Research Journal*, 9(8), 85–103.
- Ng’ethe, J. M., Iravo, M. E., & Namusonge, G. S. (2012). Determinants of academic staff retention in public universities in Kenya: Empirical review. *International Journal of Humanities and Social Science*, 2(13), 205–212.
- Okafor, C. N., Ofobruku S. A., Obi-Anike H. O., & Agbaeze E. K. (2019). An investigation of the effect of human capital development on employees’ performance in Nigeria public hospitals: A study of the federal medical hospital Keffi. *Academy of Strategic Management Journal*, 18(4), 1–13.
- Perera, G. D. N., Khatibi, A., Navaratna, N., & Chinna, K. (2014). Job satisfaction and job performance among factory employees in apparel sector. *Asian Journal of Management Sciences and Education*, 3 (1), 96–104.
- Qureshi, M. T., Ramay, I. M., & Marwat, Z. A. (2006). Impact of human resource management practices on organizational performance in Pakistan. *Muhammad Ali Jinnah University Islamabad*, 1(3), 45-67.
- Rakić, T., & Živković, S. (2019). The influence of employee satisfaction on safety and productivity. *FACTA UNIVERSITATIS Series: Working and Living Environmental Protection*, 16(2), 117–126. <https://doi.org/10.22190/FUWLEP1902117R>
- Shaukat, M. Z., Senin, A. A., & Ahmed, I. (2012). An exchange perspective of job satisfaction: A study of banking sector of Pakistan. *Business Management Dynamics*, 1(12), 59–65. <https://doi.org/10.12691/jsa-1-1-6>

- Somvir, S. K., & Kaushik, S. (2012). Job satisfaction among library professionals in haryana state. *International Journal of Scientific and Research Publications*, 2 (5), 1–4. <https://doi.org/10.1.1.387.7415>
- Spurk, D., Hirschi, A., & Dries, N. (2019). Antecedents and outcomes of objective versus subjective career success: Competing perspectives and future directions. *Journal of Management*, 45(1), 35–69. <https://doi.org/10.1177/0149206318786563>
- Udu, A.A. (2014). In-System human capital development in Nigerian universities: the case of national universities commission on doctoral degree. *EBSU Journal of Contemporary Management*, 2(1), 67–73.
- Udu, G. O. C., & Ewans, C. (2016). Human capital development and employee job performance: a study of double diamond plastic manufacturing firm, ABA, ABIA State, Nigeria. *IMPACT: International Journal of Research in Business Management (IMPACT: IJRBM)*, 4, 41–50.
- Ukenna, S., Ijeoma, N., Anionwu, C., & Olise, M. C. (2010). Effect of investment in human capital development on organisational performance: empirical examination of the perception of small business owners in Nigeria. *European Journal of Economics, Finance and Administrative Sciences*, 26(11), 93–107.
- Yaya, A. A. (2016). *Employee Motivation, Emotional Intelligence and Human Capital Development as Correlates of Job Satisfaction and Productivity of Librarians in Public Universities in Nigeria* [Unpublished thesis, Babcock University].
- Yusuf, R. M., Eliyana, A., & Sari, O. N. (2012). The influence of occupational safety and health on performance with job satisfaction as intervening variables (Study on the production employees in PT. Mahakarya Rotanindo, Gresik). *American Journal of Economics*, 6(1), 136–140. <https://doi.org/10.5923/j.economics.20120001.30>
- Zamora, B. (2006, August 21–23). *A new discussion of the human capital theory in the methodology of scientific research programmes* (Paper presentation). The International Symposium on Economic Theory, Policy, and Applications, Athens, Greece.