



The Challenges Of Human Capital Development In Nigeria: Impacts On Public Service Delivery

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ABSTRACT

This paper examined the challenges confronting the development of human capital in Nigeria and the impact on public service delivery. This curiosity was necessitated by the glaring absence of highly qualified manpower to man the critical sectors of the economy. The hospitals, educational institutions, telecom industries, oil and gas sector etc, all suffer shortage of expert human capital. This has become a concern as it impacts negatively on the quality of service delivered to the citizens. Data was generated from secondary sources; while the endogenous growth model was adopted to explain the role of human capital in national development. Findings showed that lack of strategic planning, inefficient change management, difficulty in measuring effectiveness of human resources, indiscipline, poor educational system, etc, are some of the factors accounting for low human capital development in Nigeria. This condition has resulted in low employee satisfaction, decline in retention rate, absence of employee engagement, low rate of return on investment, weak organizational communication etc. These factors have altogether left much to be desired in public service delivery in Nigeria. The study concludes with a recommendation that the strategy for human capital development as a matter of priority, should unequivocally be instituted as a structure under the framework of the national constitution to be unquestionable adopted at all levels of government; and by any government in power irrespective of political affiliations.

Keywords: Challenges, Human Capital, Human Capital Development, Public Service Delivery

INTRODUCTION

Modern states are increasingly shifting from 'police state': (institution for maintenance of law and order, administration of justice and collection taxes), towards welfarism. A welfare state ensures social security for all her citizens, exercises control over all economic activities, plays active role in providing the basic facilities to its citizens, runs various enterprises to generate fund through subsidized services and ensures justice to all (Nandana, 2011) This was in response to the socio-economic and political dynamics of contemporary times. All these services are performed through the instrumentality of public administration. Thus, there is need to strengthen the public sector of every state to act as a catalyst for engineering development. While other resources are quite essential, the human element plays a critical role in articulating, formulating and implementing public sector policies or programs and mobilizing all other resources to deliver services to the people. A welfare state is therefore pursued through a knowledge-based economy which is to be achieved by investment in human capital through education and research. Thus, a knowledge-based public service promotes knowledge through its production, distribution and application to enhance economic growth through production of right ideas. Accordingly,

the Organisation of Economic Cooperation and Development (OECD) noted that knowledge improves efficiency of labour and enhances economic growth of nations. (Nataliia Konstantiuk, 2014).

Thus, the growth of modern public sector administration is largely dependent on the quality of ideas generated, intellectual capacities, skill and capabilities injected into the system by the workforce. The role of manpower in development is exemplified by the experience of the economic developed countries where manpower management system has been replaced by a system of education and science. The place of human intelligence is further re-echoed by a Ukrainian scientist V. Vernadsky when he referred to the role of human intelligence as the production force for global relevance, linking the further development of mankind to science, intelligence and humanism. (Nataliia, 2014). Education therefore, plays a significant role as a source of intellectual assets and innovation for national development. The main focus of human capital formation is on education, staff training, enhancing skills and creativity from which strategic competitiveness and social benefits are realised.

No wonder it is often times assumed that an organisation is only as good as its employees. Thus, Directors, employees, and leaders who make up an organisation's human capital are central to its success. The concept of human capital acknowledges that not all labour is equal, but employers can improve the quality of that capital by investing in employees—the education, experience, and abilities of employees all have economic value for employers, and for the national economy at large. Hence, human capital is indispensable because it apparently increases organisational productivity, performance and profitability. Therefore, the more a company invests in its employees (i.e., in their education and training), the more productive and profitable it could be. (Kenton, & Sonnenshen, 2020). Similarly, Kimberly, (2020) noted that human capital recognises the immaterial assets and qualities that enhance the productivity of the worker and improves the economy. It is important to point out that these qualities cannot be disconnected from those that possess them as they progressively lead to enhanced public performance. Human capital in this sense includes qualities such as education, technical or on-the-job training, health, mental and emotional well-being, punctuality, problem-solving, people management, communication skills, etc.

Human capital considered as one of the most fundamentals ingredients of organisational performance, the process of developing it however requires creating the enabling environments in which employees can learn better capabilities, develop skills, performances and attitudes. Rodney (1972) re-echoed this when he defined development at individual level as implying increased skill and capacity, greater freedom, creativity, self-discipline, responsibility and material well-being. Thus, human capital development involves the management of talent, change, performance, human resources, learning and development, succession planning, staff arrangement, knowledge planning, etc. The tools necessary for these opportunities mostly include training, facilitation, coaching and consulting, while paying attention to the needs of learners as well as those of the organisation (Unit 4 intuo, 2020).

Human resource development (HRD) therefore focuses on the development of human beings as a strategic factor in national progress, modernization and improvement in the quality of life of citizens. Thus, HRD has far-reaching implication for social relationships, educational system and managerial practices.

Unfortunately, the issue of human resource development has become central in public management literature due largely to frequent failure of public organisations to achieve their programmed objectives. However, Asaju (2010) pointed out an indisputable fact when he attributed the success of many developed countries to their investment in human capital development. He added that the economic prosperity of countries referred to as Asian Tigers grew from the precedence given to human resource development. Critical to human capital development are education and health (Aluko & Aluko, 2012). They noted that education is concerned with the cultivation of “the whole person” including intellectual, character and psychomotor development. It is the human resources of any nation, rather than its physical capital and material resources that eventually determine the character and pace of its development. No wonder the UNESCO explicitly noted that developing countries ought to invest a minimum of 26% of their yearly budgetary allocation on education, while the World Health Organization (WHO) specifies at least 5% on health (Jaiyeoba, 2015).

Looking at the imperativeness of human capital for the growth of nation, the World Bank (2020) decried an increasing cost of inaction in human capital development, and noted that without human capital, no country can sustain economic growth. Countries will suffer lack of workforce that is prepared for the more highly-skilled jobs of the future, and will not find their feet effectively in the global economy. In response, the World Bank Group declared the Human Capital Project in 2017, with a new Human Capital Index inaugurated in October 2018 at the annual meetings held in Bali Indonesia. Minister from about 30 pilot states attended and presented ideas on how to accelerate investment, plus an opportunity for their employees to engage in cross-regional and cross-sectoral duties. As at 2019, over 40 countries have participated in this project. The Human Development project is aimed at creating the political space for national leaderships to see as priorities investment in transformation of their human capital. The target is to attain “rapid progress towards a world in which all children arrive in school well-nourished and ready to learn, can expect to attain real learning in the classroom, and are able to enter the job market as healthy, skilled, and productive adults”(World Bank, 2020).

African countries sought to participate in human capital development through her African Development Bank initiative as a strategy to harness the potential of 1 billion Africans through skills development and investment in new technologies, to promote quality jobs and workforce competitiveness between May 2014 and 2018. (AfDB Human Capital Strategy 2014). Unfortunately, adherence to the conditions for human capital growth (listed below) has been more of lip service than tangible action. Consequently, Nigeria has continued to suffer lack of capable manpower required for high productivity and global competitiveness. It is therefore assumed that scarcity of qualified, trained and motivated human resources, grounded with development focus and initiative, is responsible for public policy failures especially at the implementation stage in developing countries. It is against this background that the study seeks to unravel the factors that constitute challenges to human capital development in Nigeria, and how it impacts public service delivery.

Conceptualisation of terms

Challenges

Something is a ‘challenge’ when it is strange, difficult and requires great effort and determination to tackle.

Human Capital

The term human capital, human resources, manpower, talent management etc. are some of the various terms used interchangeably by authors from different orientations, to describe the totality of the value of workforce of an organization. The idea of human capital originated in the 18th century. Adam Smith made reference to the concept in his book "An Inquiry into the Nature and Causes of the Wealth of Nations," in which he discovered that wealth, knowledge, training, talents, and experiences for a nation. Adams opined that improving human capital through training and education leads to a more profitable enterprise, which adds to the collective wealth of society. According to Smith, “that makes it a win for everyone”. (Sonnenshein, 2020).

Moreover, several economists like Gary Becker and Theodore Schultz (who developed the term in 1960s) have explored the modern theory of human capital to reflect the value of human capacities. Schultz argued that human capital was like any other form of assets to improve the quality and level of production. This would entail investing in the education, training and greater benefits of employees of an organization. (Sonnenshein, 2020). Human capital is the entirety of capability residing in individuals, based on their stock of knowledge, skills, health and nutrition. It is enhanced by access to services that provide this such as school, medical services and adult training. The capacity to interact with productive technology and with other people increases productivity of individuals. Leadership and organizational skill are precisely important in adding more value to other resources. (Desai & Potter, 2008)

For Armstrong (2005), human capital represents the human factor in the organisation consisting of the intelligence, skills and expertise that describes distinctively the character of an organisation. The World bank (2020) refers to human capital as consisting of knowledge, skills, and health that people accumulate throughout their lives, which enables them realise their potentials as productive members of society.

Human Capital Development: Recruiter (2021) noted that for effective human resources management to be achieved, the following relevant considerations should be made:

- Human capital changes in line with other changes eg. technological
- Human capital changes according to principles and courses of talent development
- Static careers should be reviewed to determine their relevance
- Changes in human capital are targeted at development and not superficial, but “change for change’s sake”.

Human Capital Development is therefore the process of improving the performance, capabilities and resources of employees of an organization. Human capital development ranges from on-the-job-training to tuition assistance to team-building activities, not limited to any specific range, but also extends along multiple spectrums such as skill development, project management and moral training. (Recruiter, 2021). Thus, World Bank (2020) described human capital as a Project for the world – defined as a global effort aimed at advancing more and more investment in people for greater equity and economic growth, we can terminate extreme poverty and create more complete society by developing human capital. This entails investing in people through nutrition, healthcare, quality education, jobs and skills.

Similarly, Awe and Ajayi (2010) contend that a well-educated population is an objective in itself, as well as the behavior to fast-track social and economic development, while Yesufu (2010) in his opinion asserts that, a good health policy is a means by which government can immediately, ensure that manpower is generated in the right combinations and distributed according to national priorities, while ensuring the highest degree of productivity of labour. ((Aluko & Aluko, 2012)

Ojo (1997), human capital development summarizes both the expenditure on education and training, as well as the development of attitudes towards productive activities.

Public Service Delivery The Organisation for Economic Cooperation and Development (OECD) 2021, has acknowledged the vital role of the state in providing a wide range of services from administration of justice to security and services for individual citizens, as well as private enterprises, healthcare, education and other administrative services such as delivery of licenses and permission. OECD outlined some efficient service delivery to include

- Government understanding the need to promote citizen-oriented administration
- Good administration puts policy objectives into practice logically, through various regulatory and other mechanisms, to ensure quality public service
- Ensure access to public service
- SIGMA assist countries enhance their service delivery processes through:
 - Supporting the development, revision and implementation of regulations to ensure consistent and
 - coherent administrative practices
 - Providing expertise in the use of quality assurance tools
 - Making available monitoring and assessing tools and designing the process of service delivery

Public Service Delivery is thus, defined as any contact with the public administration during which customers (citizen, residents or enterprises) seek or provide data, handle their affairs or fulfill their duties. These services should be delivered in an effective, predictable, reliable and customer-friendly manner. Following the rapid expansion in the use of information and communication technology, electronic service delivery has become an effective cost control mechanism in public administration; being of benefit to both the citizens and government. (OECD, 2021)

Theoretical foundation

The study uses the Endogenous Growth Model to explain the place of human resources in effective service delivery. The endogenous growth model was developed by an American economist Paul M. Romer in the early 1990s. Endogenous growth theory is the notion that economic growth is as a result of internal factors and not due to factors that are external. It promotes the viewpoint that development

largely depends on the quality of persons found within the nation's human resource pool. The theory is built on the idea that improvements in innovation, knowledge, and human capital results in higher productivity, which has positive effect on the economy. (Jones, 2019)

The endogenous growth notion was primarily created in reaction to the shortcomings and dissatisfaction of the idea that external factors determined long-term economic advancement. In particular, the theory was established to rebut the neoclassical exogenous growth models, which predicted economic growth without considering technological change. The endogenous growth theory contests such an impression by considering important part played by technological development, and argues that long-term economic growth results from the growth rate of economic production per person, it would depend on productivity levels. Productivity level would in-turn be determined by advancement in technology, which depends on innovation and human capital; these factors are considered internal to an economy, not external.

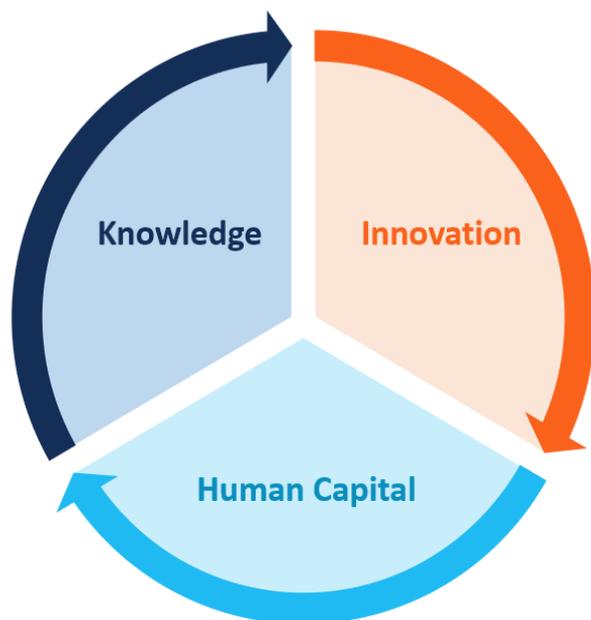


Figure 1: Endogenous Growth Model

The Challenges of Human Capital Development

The changing socio-economic realities of the times, coupled with advancement in local and global governance, have occasioned rising cases of human resource challenges. In response, PricewaterhouseCoopers was commissioned by the World Federation of Personnel Management Associations (WFPMA), to carry out a survey of Global Human Resources GHR Challenges titled: Yesterday, Today and Tomorrow, on its behalf. Interestingly, this survey, concluded that “despite national and regional differences, there was remarkable unanimity”, in what constitutes challenge to HRD. The study came up with the following as some of the challenges that confront human resources development generally.

1. Change Management

The American Society for Quality ASQ (2021) refers to Change Management as the method and manners in which a company describes and implements change within both its internal and external processes. It is a collective term denoting the totality of all approaches involved in preparing, supporting and helping individuals, teams and organisations effect organizational change. Achieving significant level of change can be challenging particularly as change may be considered as a disturbance to normal routine. The Nigerian national leadership has consistently remained averse to change, even when the present

leadership under President Muhamadu Buhari presented itself as a change icon. Consequently, 'change' has not been a focal point for human resources training and development as rightly pointed out by the survey. The WFPMA finds that "This may also be the reason why it is cited as the foremost issue as HR continues to attempt to help businesses move forward". The study advocates an increased attention to training to develop added competencies to deal with change management.

2. Leadership Development

As the second of the biggest challenges for human resource management, leadership development needs to be a critical strategic initiative. Quality leadership is paramount for effective human resources development. HR professionals are faced with being expected to provide the essential structures, processes, tools, and points of view to make the best selection and develop the future leaders of the organization. Any leadership focusing on quality service delivery would automatically consider human capacity and capabilities as the major drivers towards success. A government that promotes a wide disconnect between the leadership and the citizens has nothing to offer in terms of human capacity building. Thus, the WFPMA reports that, "across the globe leadership development has been identified as a critical strategic initiative in ensuring that the right employees are retained, that the culture of the organization supports performance from within to gain market position, and that managers are equipped to take on leadership roles of the future so that the organization is viable in the long term."

3. HR Effectiveness Measurement

It is difficult to measure the effectiveness of human resources in the Nigeria public service where measuring criteria such as labour productivity report, discipline, employee morale, welfare provision, employee satisfaction, cost effectiveness etc, are clearly lacking in the Nigerian public service structure. Thus, no meaningful improvement can take place without having these right tools to measure HR effectiveness. Apparently, "Utilizing metrics to determine effectiveness is the beginning of a shift from perceiving HR's role as purely an administrative function to viewing the HR team as a true strategic partner within the organization," (PricewaterhouseCopper, 2021)

4. Poor Educational System

Asaju (2012) has credited the problem of human capital development to the deplorable condition of the nation's education sector which has suffered impediments ranging from policy inconsistency, infrastructural decay, poor funding, unethical behaviour and other corrupt practices. The dearth of infrastructure in Nigerian Universities is a clear indication of neglect by successive regimes. The situation is more appalled by the fact that despite the huge amount generated by both federal and state government from oil mineral revenue, the educational institutions have left much to be desired in raising qualitative, competitive and innovative human capital. It is expected that Nigeria should provide the best educational institution in Africa. Unfortunately, the reverse has been the case, hence, Nigerians are rather compelled by political uncertainties and poor quality of learning environment, to send their children to Ghana for higher education in which Ghanaian government is enriched in dollars; while the children of the ruling class all study overseas because of their inability to fix the nations man power development systems. The fluctuation in budgetary allocation to education has been a source of concern. Asaju (2012) noted that: In year 2000, the allocation to education was 8.36%, in 2001 it came down to 7% and increased to 8% in 2002. In 2013, it was reduced again to 7%, and rose sharply to 12% in 2004. In 2005 it fell to 11%, stabilized in 2006, and fell again to 8% in 2007. For the first time in Nigeria it increased to 13% in 2008 and decreased to 10% in 2009. In 2012 budgetary allocation to education was a paltry of 8.4% of the nation's total annual budget. (Jaiyeoba, 2015). Thus, despite the fluctuations in allocation to education, Nigeria has not been able to meet the UNESCO benchmark requiring all countries (especially the developing countries) to allocate at least 26% of their annual budget to educational sector. (Asaju, 2012).

5. Indiscipline

Another impediment to manpower development is lack of discipline orchestrated by value re-orientation. In the 1960s and seventies, the target of education was to train efficient manpower to man the civil service of the newly independent state. This goal was pursued with vigor and discipline was the watchword of stakeholders of Nigerian universities. Then admission to tertiary institutions was not a

matter of number, but a matter of quality of graduates to be trained. However, from the late 1990 and beyond, there was a change in value from quality education to raising fund for the universities. This necessitated a massive increase in the number of admissions into the tertiary institutions. This mounted pressure on the already inadequate infrastructure which could no longer accommodate the large number of students. Focus shifted from emphasis on quality which weakened the disciplinary structure of the universities. The system became porous and students who got cheap admission found excuses with dilapidated infrastructure and poor teaching methodologies on the side of teachers, and exhibited their laziness through employing different levels of unethical conducts such as cultism, absenteeism, exam mal-practice, money for grade, sex for grade etc. Nwankwo (2012) decried the danger of unethical conducts by students when he observed that:

This generation of Nigerian graduates will end up producing doctors who will forget scissors and towel in the stomach after surgical operation as long as malpractices are prevailing...

Thus, obtaining educational qualifications without relevant knowledge and learning spells doom for formation of human capital in Nigeria as universities turn out unemployable graduates. On the same note, Ammani, (2009:2), submitted that Nigerian schools now serve merely as gateways to meaningless certificate due to the failure in their responsibility to produce citizens that are worthy in both character and learning.

6. Unemployment and hostile work environment

Over the years, Nigeria has continued to lose most of its trained professionals and highly skilled workers to western countries due largely to unemployment, uncertainties and hostile work environment. In the ordinary parlance this is referred to as brain-drain. These professionals such as medical doctors, nurses, engineers, ICT specialists etc. migrate to these foreign countries in search of greener pastures; where human labour is dignified. Mba and Ekeopkara, (2012) estimated that African continent has lost over \$4billion to engage 150,000 expatriate professionals annually” as a result of ‘Brain Drain’. UNDP noted that between 1980 and 1991, Ethiopia lost 75% of her skilled manpower. This has equally affected Nigeria, Kenya and other African countries, contributing to high level poverty experienced in these countries. Analysing the issue of Brain Drain in Nigeria, Clements and Petterson (2007) noted that 14% of medical doctors trained in Nigeria practice overseas, and 90% of these physicians leave and work in the United States of America, and United Kingdom. In the same manner, the Human Development Report of the UNDP of 1996 discovered that over 21,000 Nigerian health professionals practice in the United States, leaving the national healthcare system in dearth of medical practitioners (Aluko & Aluko, 2012).

7. Lack of Strategic Planning

Strategic Planning refers to planning for strategies and implementing them to attain the goals of the organization. It involves asking some simple but basic questions such as what are we doing, should we continue to do it or change our product line or our pattern of work? What is the impact of social, political, technological and other environmental factors on our activities, are we prepared to accept these changes? (Roshina, 2020). Strategic planning thus, helps an organisation know the direction of its operations, so that the organization can take proactive action to exploit or ameliorate the environmental threats and opportunities given the capacities and capabilities of the organisation. An organization on strategic planning undertakes a thorough examination of itself regarding its goals and means of accomplishing them. Strategic planning helps to formalize long term plan and positions the organisation to comprehend, anticipate and absorb environmental uncertainties. Strategic planning is made before action and it is a continuous process. An organisation wishing to expand, increase its growth rate or change the line of operation engages in strategic planning to have direction and cohesion. Roshina (2020) thus, summarises strategic planning as a “managerial process of developing and maintaining a viable fit between the objectives of the organisation, skills and resources and its changing environment”. Thus, strategic planning forecasts and understands the future human resources needs of an organisation and begins early to invest in human resources development to develop skills and competencies to meet the future need.

The direction of Nigeria's national leadership demonstrates no sign of strategic planning, leaving no hope for human capital to undertake both present and future challenging jobs.

8. Enhanced Recruitment

Development of human capital helps to retain employees, as well as direct prospect recruitment. Entrant of more millennial into organisations will definitely announce the importance of human capital development in the recruitment process. In a study conducted by Gallup (2019) it was discovered that the greatest motivation of the millennials while applying for a job was prospect to learn and grow. Hence, the millennials want to work for a business that invests in human capacity building.

9. Greater Company Culture

Another challenge facing human capital development is achieving a robust organizational culture. There is a complementary relationship between a positive organizational culture and employee satisfaction, engagement, and communication. An organizational culture that permits employees to learn, develop their skills, career and increased satisfaction enhances productivity as happiness makes employees 12% more productive. ((Jeanetta, 2019)

Impact on Public Service Delivery

Jeanetta (2019) has identified the following as some of the benefits an organisation can enjoy by developing its human resource

a. Low Employee Satisfaction

Jeanetta (2019) pointed out that investing in professional advancement of employees can lead to greater job satisfaction. According to a 2014 survey by the Society for Human Resource Management, 42 percent of employees said their organization's commitment to professional development is "very important to their job satisfaction." Employees who enjoy job satisfaction are motivated to put in their best and become part of the assets of the organisation. The reverse is the case in Nigeria where government employees in some states cannot boast of their monthly salary, talk less of capacity development. Nigerian workers seek other ways to find food and pay less attention to their government jobs because of the level of disappointment they are subjected to. This is the major reason for the abysmal performance of the Nigerian public service.

b. Decline in Retention Rates

Almost 54 percent of workers said that career development opportunities are more important than salary when looking for work. Additionally, 44 percent of employees cite lack of opportunity for growth and advancement as a top source of work stress. (Jeanetta, 2019). These figures show how employees value career growth. On the contrary, Nigerian public service suffer low retention rate as 90% of Nigerian civil servants still go to work for lack of other available jobs because of the rate of frustration and lose of confidence in themselves caused by government non-chalant attitude towards them. Jeanetta, 2019 noted that a little investment in an employee development plan can save a lot in employee turnover.

c. Lack of Employee Engagement

Increasing employee engagement is a priority for every business. Engaged employees are more productive for, and more loyal to the organisation. According to a survey by Gallup, only 32 percent of workers feel engaged at work. Investing in employee development can help to enhance employee commitment to duty. Providing career growth to employees and investing in their development, engineers them a reason to be engaged at work. (Jeanetta, 2019). The employees of Nigerian government seek opportunity either to be away from work or play truancy seeking other means of livelihood, not being sure of their salaries and benefits that accrue them. Such non-challancy erodes the whole idea of efficient public service.

d. Absence of Client Engagement

As previously discussed, employees who are given growth opportunities are more likely to be satisfied with their job and engaged in the company, employees are the face of every organization.

When customers interact with staff that are engaged and satisfied, they are more likely to have positive experience. Every positive experience, in turn, increases customer engagement and satisfaction. The more

satisfied your employees are, the more likely your clients are to be satisfied in return. This enhances service delivery.

e. Low Rate of Return on Investment (ROI)

Every organisation invests in human capital, whether it understands it or not. The employee's salary, benefits, and incentives are all investments in the human capital of the organisation. Spending this money, but not paying a little more for employee development is like paying a significant amount of money for a Super Bowl commercial spot, but then refusing to spend money to make a quality commercial (Jeanetta, 2019). That would be a wasteful investment for government. It is more rewarding to spend money on developing employees to maximize the return on your human capital investment through their input expected thereafter.

f. Weak Organizational Communication

Human capital management allows for an enhanced flow of information throughout a company. Investing in human capital can work to better communication by improving the quantity and quality of information passing up and down the business. For example, the relationships forged through a mentorship program can lead to lines of communication between superiors and subordinates that never would have existed otherwise. Human capital development works to improve every facet of employee performance, including communication. This process can help your company to discover employees who may be lacking communication skills and assist them in remedying this situation and make them strategic for greater input. As Communication improves, so does the business. Better communication leads to better employee satisfaction and engagement. This improvement, in turn, leads to enhanced overall performance and productivity.

CONCLUSION

The biblical account of creation recognized the central role of man when it was recorded that man was created last after all other things, and was bestowed with the responsibility of having dominion over all other creations, to ensure continued existence and development of all things. Therefore, the traditional role of man has been to take charge, but man needs to be equipped physically, psychologically, emotionally, mentally, socially and otherwise to be able to exert meaningful control over his environment. Western societies recognised this critical role and from beginning developed a structure that positioned their human capital strategic to foster development. This recognition derives from the belief that there is a degree of aptitude deposit in every individual which the state can benefit from. Therefore, the state seeks to harness the potentials of every citizen to ensure growth. This is done by building capacities in line with different talents of individuals. In the long run, the state produces experts in all areas of societal needs. This can equally be achieved in Nigeria because the Nigerian state is blessed with both human and material resources adequate to transform the fortunes of both the state and its citizens. However, the state should be decisive to achieve this ideal. It is therefore important that the strategy for building human capital be enshrined in the national constitution under an act establishing it. The existence of such structure should not be subject to regime change or political affiliation, rather it should exist as uncontested and undisrupted continuous structural process to be adopted by any group of the ruling class. Modifications could be made subject to meeting the requirements for doing so as clearly specified in the constitution. A unit created under the ministry of labour and productivity both at national and state level, to monitor and ensure the sustenance of this strategy can be helpful. Constitutionalism is a major ingredient of good governance; it is therefore expedient that this strategy is applied with due diligence and respected as part of the rule of law.

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