

## Diversity Towards the Human Capital Development and Staff Job Satisfaction in Tertiary Institutions in Kogi State

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### Abstract

This study aimed at Human Capital Development (HCD) and Job Satisfaction (JS) in public tertiary institutions in Kogi State. The study applied a descriptive research survey. The sampling method used in this study was a multi-stage sampling technique. A sample size of 123 was chosen. The quantitative data obtained from respondents using a questionnaire were analyzed using descriptive statistics, Pearson Correlation Matrix and Ordered Probit Regression. Findings showed a statistically significant and positive relationship between HCD and Staff Job Security in Public Tertiary Institutions in Kogi State and that HCD significantly affects the JS of Staff in higher institutions in Kogi State. The study concluded that through HCD, Public Tertiary Institutions could enhance JS. The study recommended that the management of Public Tertiary Institutions should increase investment in HCD to facilitate improved job security of staff in Kogi State. The government should also provide adequate funding support to adopt best practices in HCD in Public Tertiary Institutions in Kogi State. Furthermore, the management should adopt any strategic measure to increase commitment to HCD as it positively affects the JS of Staff in higher institutions in Kogi State.

**Keywords:** human capital development, employee career advancement, job satisfaction, diversity

### Introduction

The recent outbreak of COVID-19 has consistently posed challenges to higher institutions in Kogi State. It is not only phenomenal, being tragic to the lives of key academic staff, but also to academic life. Employees need to be aligned with new ways of performing different tasks. At this critical time, higher institutions in Kogi State must increase their commitment to Human Capital Development (HCD). HCD seems to have been a major concern in terms of higher institutions' academic development in Kogi State (Nafiu et al., 2020). This is due to the fact that the expansion of the higher institutions' tangible capital and academic success is heavily reliant on HCD. Investment in HCD is very important as social health has worsened. The need to invest in HCD arises because the surviving staff members will have to adopt technologies for E-learning in tertiary institutions in Kogi State.

Imran (2015), numerous factors are observed distorting the possible outcomes of HCD in higher institutions in Kogi State. Gender disparities and education attainment affect HCD of higher institutions in Kogi State.

Suciu et al. (2020) also spotted cultural diversity as a critical factor. Other diversity factors are ethnicity, religion and social group. Gender factor is associated with the preference of staff in the HCD; the obvious element of bias is noticeable with gender consideration. Education attainment is undebatable in the HCD process of higher institutions in Kogi State. Members of the management team of these institutions engage in the serious lobby

for employees within the same culture, ethnicity, religion and social group. Diversity is considerable for scientific investigation to ascertain the HCD of the higher institutions in Kogi State.

Given favorable avenues, HCD tends to increase the Job Satisfaction (JS) and job security of staff in tertiary institutions in Kogi State. Souvenir and Kaushik (2012) opined that an individual or group undertakes a job in return for a reward. The JS of staff may also be in the form of an emotional response to the job situation. There is the 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. Studies (Gamlath & Kaluarachi, 2014; Manuere, 2017) prove that a positive relationship exists between HCD, job security and JS. There is a need for a robust HCD research effort to investigate the JS of staff in the context of public tertiary institutions. This study, therefore, probed into HCD, job security and JS in public tertiary institutions in Kogi State.

### Review of the Related Literature

Human capital is a term that can also refer to human resources. Managing human capital is similar to managing intellectual property. Intangible assets or the intelligence of staff provide value for public tertiary institutions. Human capital is a store of knowledge comprised of the creative energies encompassed by the ability to do work to develop more economically valuable goods or services. Choudhury (2011), people are an organization's most valuable asset, providing the intellectual capital that promotes difference and

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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 and Ramay (2006) defined HCD as the training and development of people's potential capacities. They argued that HCD is critical to get the most out of human resources for the purpose and efficiency of both people and Public Tertiary Institutions.

Akingbade (2008), HCD is the process of building an appropriate, balanced and critical mass of human resource base and providing an enabling environment for all individuals to be fully engaged and contribute to the national development effort. Mueller (1982) found it is the process by which Public Tertiary Institutions help their staff acquire knowledge, skills and abilities through continuous and deliberately planned processes to perform various tasks associated with their present or expected future roles. Finally, Eletu et al. (2017) argued that HCD is the process of adding improvements to skills and competencies through continued training and development both on the -job and off the job.

Staff Job Satisfaction (SJS) implies the pleasant emotional state of staff members concerning the evaluation of work. There are opportunities outside the Public Tertiary Institutions in which employees are working. Thus, they are constantly screening Public Tertiary Institutions, comparing jobs and how well they are being treated compared to how others are treated in similar jobs. The staff members are often concerned with how well they are valued and appreciated for the effort they exert to achieve 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 (Castaneda & Scanlan, 2014).

Eletu et al. (2017), satisfaction refers to fulfilling one's needs, wants and desires. Satisfaction is mostly determined by what a person desires from society and what he receives (Rakić & Živković, 2019). SJS refers to how pleased employees are with their jobs and working conditions. Singh and Jain (2013) defined SJS as a "collection of positive or negative feelings that an individual holds toward his or her job. SJS is a component of overall happiness. It refers to the level of joy or contentment derived from a job. In their study, Sircaet al. (2012) defined SJS as a fundamental reaction concerning job and work environment.

HCD is believed to influence SJS. Olabimtan and Akindele (2020) studied Human Capital relative to employee satisfaction. The study sampled 147 respondents. Multiple regression analysis was used to estimate the research data. JS and human capital have a significant positive link.

Similarly, Yaya (2016) investigated 1,254 librarians in public university libraries relative to HCD and JS. His study found that HCD and JS have a substantial connection. Evidence also emerged recently from the study of Jeki and Sulastri (2019) that HCD has a positive linear relationship with JS. This means the employees are better off learning new things and more satisfied with their jobs when they successfully apply innovative ideas. Also, HCD induces the acquisition of new competencies that can facilitate self-fulfillment and ease in doing jobs. Han et al. (2008) stated that the human capital indicators are employee competence, job accountability, professional tenure, employee commitment, employee cooperativeness, employee skills, employee creativity, employee professional knowledge, organizational tenure and employee education level.

Theoretical review. Becker is credited for developing the Human Capital Theory (HCT) in 1962. HCT's central argument is that education makes people more efficient or that an educated worker's marginal output is higher than that of an uneducated person. This means, first and foremost, the long-held HCT assumption that each job necessitates a certain set of cognitive talents that can only be gained through formal education (Blaug, 2012). Second, it is assumed that an individual worker's marginal utility can be precisely determined. Third, HCT inherits the "hardcore" metaphysical assumptions of the orthodox economics research program (Zamora, 2016). These basic assumptions include individualism, perfect knowledge, rationality, private property rights and market economy (competition). The "realism" of assumptions in economic theory has been much debated (Friedman, 1976).

HCT can be traced to Friedman's neoclassical ideas of 1976 and the influential Chicago School approach to economics. HCT core elements were developed by contributors such as Shultz (1971), as cited in Dawodu (2018). Friedman (1976) argues that investment in education and training are the most relevant contributions to any person. According to Friedman, the main proposition of HCT is that the more education acquired, the more pecuniary and/or non-pecuniary returns. The key emphasis is that if human resources are heavily invested in terms of training, retraining and management development, the probability of achieving the best from such an individual is very high. Mueller's (1982) study shows HCT also postulates that some laborers are more productive than others due to more resources invested in their training. One of the key tenets of the HCT is that, like any other investment, an investment in skill-building would be more profitable and likely to take a longer period over which the returns from such investment can be accrued. Kraiger et al. (2004) found that investments in human capital, including training, retraining and development, positively influenced performance. As a result, training and development will continue to be a valued component in the modern-day management of human resources (Partlow, 1996). The input 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 reason, HCT was chosen for this research. Previous studies (Ajisafe et al., 2015; Clifford & Obaro, 2017) have used the theory in their study of HCD. The reason for the choice of HCD is that the management of Public Tertiary Institutions manages human capital. The theory is important to this study because it explains the link between HCD and SJS. Furthermore, the theory emphasizes investing in HCD for adequate knowledge and skills.

### Hypothesis

The study hypothesis was:

Hypothesis 1: HCD does not significantly correlate with Staff Job Security

Hypothesis 2: There are no significant prime factors affecting the outcomes of HCD in Higher Institutions

Hypothesis 3: HCD has no significant effect on the Job Satisfaction of Staff in higher institutions

### Methodology

For the purpose of this study, a descriptive research survey was adopted. According to Punch (2010), descriptive research surveys are concerned with particular characteristics of a specific population and are predominantly used to gather information about what people do or think. This proved most useful in determining the effect of HCD and staff's JS in public tertiary institutions in Kogi State. Two public tertiary institutions in Kogi State were considered for the study. A sample size of 123 was chosen. The sampling method used in this study was a 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 quick, easy, readily available, and cost-effective. The rationale for adopting the technique is that the respondents were manageable at each stage. The quantitative data obtained from respondents using a questionnaire were analyzed using descriptive statistics and Stepwise Multiple Regression.

### Results

Table 1 shows the gender of the respondents. It shows that 73 respondents in the study area, representing 59.3%, were male and 50 respondents in the study area, representing 40.7%, were female. The result shows that most respondents in the study area were male. The marital status of respondents observed that 35 respondents representing 28.5%, were not married; 41 respondents representing 33.3%, were married; 19 respondents representing 15.4%, were divorced; and 28 respondents representing 22.8%, were widowed. Therefore, the majority of respondents in the study area were married. The implication is that most employees with JS fall within the bracket of the married category.

**Table 1**  
Demography of Respondents

Factors	Frequency	Percentage
Gender		
Male	73	59.3
Female	50	40.7
Total	123	100.0
Age		
Less than 30	19	15.4
31 - 40	36	29.3
41 - 50	34	27.6
51 - 60	19	15.4
61 and above	15	12.2
Total	123	100.0
Marital status		
Unmarried	35	28.5
Married	41	33.3
Divorced	19	15.4
Widowed	28	22.8
Total	123	100.0
Educational level		
PhD	30	24.4
Master's degree	46	37.4
B.Sc	37	30.1
HND	10	8.1
Total	123	100.0
Years of service		
Less than 1 year	21	17.1
1-5 year	30	24.4
6-10 year	27	22.0
11-15 year	18	14.6
16-20 year	11	8.9
21-30 year	7	5.7
31-35 year	9	7.3
Total	123	100.0

The above table indicates the educational level of respondents. It is observed that 30 respondents, representing 24.4%, were Doctorate Certificate holders; 46 respondents representing 37.4%, were Master of Science Certificate holders; 37 respondents representing 30.1%, were Bachelor of Science Certificate holders; and 10 respondents representing 8.1%, were Higher National Diploma certificate holders. The implication is that most respondents with a Master of Science degree have an adequate understanding of the subject matter.

Years of service factor observed that 21 respondents representing 17.1%, have less than one year of service, 30 respondents representing 24.4%, have 1-5 years of service, 27 respondents, representing 22.0%, have 6-10 years of service, 18 respondents representing 14.6% have 11-15 years of service; 11 respondents representing 8.9% have 16-20 years of service; 7 respondents representing 5.7% have 21-30 years of service; and 9 respondents representing 7.3% have 31-35 years of service. The study shows that most respondents have 1-5 years of service. Data indicated that they have adequate knowledge of HCD.

**Table 2**  
Correlations between HCD and Staff Job Security

Variables	Statistics	HCD	Staff job security
HCD	<i>r</i>	1	.913**
	<i>p</i> -value		.000
	<i>M</i>	1.50	
	<i>SD</i>	.69	
Staff job security	<i>r</i>	.913**	1
	<i>p</i> -value	.000	
	<i>M</i>	1.54	
	<i>SD</i>	.79	

Note. \*\* $p < .001$ .

Table 2 shows that HCD correlates with job security (given that  $\beta = .913$ ,  $p < .001$ ). This implies that a 91.3% change in HCD will bring the same or almost 91.3% change in job security. The result shows that the correlation result is above 50%, and it is positive. The  $p < .001$  is also an indication that the relationship HCD and job security is significant. Thus, the result proves that there is a statistically significant and positive relationship between HCD and job security in Tertiary Institutions in Kogi State.

Table 3, the LR- $\chi^2(4)$  shows 42.11 with a *p*-value less than .01, and this represents a good model. The pseudo- $R^2$  (.1312) also presents the strength of the variables for the model fit. The variables captured in the model are gender diversity, education attainment, cultural diversity and religious diversity.

The result shows gender diversity and the outcomes of HCD in higher institutions in Kogi State ( $\beta = -.0278898$ ,  $p > .05$ ). This implies that gender diversity does not significantly affect the outcomes of HCD in higher institutions in Kogi State. The result shows educational attainment and the outcomes of HCD in higher institutions in Kogi State ( $\beta = .654683$ ,  $p < .01$ ). The *p*-value shows a significant link between educational attainment and the perceived outcomes of HCD. This indicates that educational attainment has about 65.5% positive and significant effect on the outcomes of HCD in higher institutions in Kogi State. The result shows cultural diversity and the outcomes of HCD in higher institutions in Kogi State ( $\beta = .5319544$ ,  $p < .05$ ). The *p*-value shows

a significant link between cultural diversity and the perceived outcomes of HCD. This means that cultural diversity has about 53.2% positive and significant effect on the outcomes of HCD in higher institutions in Kogi State. The result shows religious diversity and the outcomes of HCD in higher institutions in Kogi State ( $\beta = -2.037987$ ,

$p < .01$ ). The p-value shows a significant link between religious diversity and the perceived outcomes of HCD. This implies that religious diversity has about 203% negative but significant effect on the outcomes of HCD in higher institutions in Kogi State.

**Table 3**  
*Ordered Probit Regression on Factors Affect the Outcomes of HCD in Higher Institutions in Kogi State*

Variables	Coefficients	SE	z	p >  t	[95% CI]	
					LL	UL
Gender diversity	-.0278898	.2265686	-.12	.902	-.4719561	.4161765
Education attainment	.654683	.1551354	4.22	.000	.3506232	.9587427
Cultural diversity	.5319544	.2608521	2.04	.041	.0206938	-1.307156
Religion diversity	-2.037987	.3728797	-5.47	.000	-2.768818	-1.307156
Number of obs	122					
LR chi2(4)	42.11					
Prob > chi2	.0000					
Pseudo R <sup>2</sup>	.1312					

Source: STATA 64

**Table 4**  
*Regression Results on HCD and Job Stratification of Staff in Higher Institutions in Kogi State*

SJS	Coefficient	SE	t	P> t	[95% CI]	
					LL	UL
HCD	.8820949	.0836772	10.54	.000	.7164198	1.04777
_cons	.0839046	.3261986	.26	.797	-.561946	.7297552
Source	SS	Df	MS	Number of Obs =	122	
Model	93.0393182	1	93.0393182	F(1, 120) =	111.13	
Residual	100.468879	120	.837240654	Prob > F =	.0000	
Total	193.508197	121	1.5992413	R <sup>2</sup> =	.4808	
				Adj R <sup>2</sup> =	.4765	
				Root MSE =	.91501	

Table 4 shows the HCD and JS of Staff in higher institutions in Kogi State ( $R^2 = 0.4808$ ). The result shows that HCD explains the 48.1% variations in the JS of Staff in higher institutions in Kogi State. The remaining 51.9% unexplained variations showed that other variables which are not captured in the model could also be accountable. The coefficient ( $\beta = 0.8820949$ ,  $p$ -value  $< .01$ ) shows that there is a linear relationship between HCD and JS of Staff. This means that a theoretical link exists between the variables.

**Discussion**

The finding demonstrated a statistically significant and favorable connection between HCD and job security in Kogi State's public tertiary institutions. This suggests that HCD in tertiary education institutions is not a squander of funds. Increased job security is anticipated to result from a higher commitment to increased HCD. This strengthens the finding of Bagdadli et al. (2021) that having exposure to more varied HCD approaches was linked to greater perceived success. The finding backs up the claim made by Ajisafe et al. (2015) that better human resource management can increase job security. HCD has a consequence of highlighting an improved strategy for lifting employees out of their predicament. The concentration of the management team using appropriate means to channel resources towards HCD will definitely lead to job security.

Findings showed that gender diversity does not significantly affect the outcomes of HCD in higher institutions in Kogi State. This may imply that the notion that gender diversity is a critical issue in HCD in higher institutions in Kogi State is not substantial. Findings also showed that educational attainment, religious diversity and cultural diversity affect the outcomes of HCD in higher institutions in Kogi State. The result shows that educational attainment is cardinal to the outcomes of HCD in higher institutions in Kogi State. A high level of educational attainment induces improved outcomes of HCD in higher institutions. It was found that cultural diversity significantly affects the outcomes of HCD in higher institutions in Kogi State. This implies that cultural configuration is inevitable in

the outcomes of HCD in higher institutions. Religious diversity was found to have a negative but significant effect on the outcomes of HCD in higher institutions in Kogi State. That means there is covert consideration on a religious basis has inversely affected the outcomes of HCD in higher institutions.

The finding showed that HCD has a weak effect on the JS of Staff in higher institutions in Kogi State. The result was able to show that a linear relationship exists between HCD and JS of the Staff. By implication, there is a theoretical relationship between HCD and JS of the Staff. This finding aligns with that of Yaya (2016), that a theoretical relationship exists between HCD and JS of the Staff.

**Conclusion**

Human capital is at the core of every progressive organization. Developing human capital signifies the recognition of employees as valuable members of the organization. Through HCD, Public Tertiary Institutions can enhance JS. A recognized member of staff of the Public Tertiary Institutions in Kogi State perceives the tendency that his/her organization will help him/her to achieve Career Advancement. There is the possibility that the turnover rate will reduce, as members of staff who develop positive perceptions will have a high level of JS. Investment in HCD is a panacea for issues relative to JS; Public Tertiary Institutions in Kogi State must give attention to social safety and health care.

JS of staff has the propensity to take a favorable shape given considerable investment in HCD. It was empirically established that investment in HCD has a positive relationship with employee career advancement in Public Tertiary Institutions in Kogi State. A career advancement route gives employees a continuous way to improve their knowledge and skills, leading to mastery of their existing jobs when investment in HCD is increased career advancement in Public Tertiary Institutions in Kogi State.

It is apparent that the outcomes of HCD are distorted by some interplaying factors. The popular belief that some enterprises are accosted with gender bias with respect to HCD may not be

substantial in any way. This study has proven that gender diversity cannot be substantially attributed to the outcomes of HCD in higher institutions in Kogi State. Also, the study established that educational attainment, religious diversity and cultural diversity could substantially affect the outcomes of HCD. There is the possibility that higher educational attainment will be instrumental to higher outcomes of HCD in higher institutions in Kogi State. Evidence abounds that cultural diversity has a positive, beneficial effect and cannot be pulled out of HCD in higher institutions in Kogi State. This study affirmed that cultural diversity has a substantial positive effect on the outcomes of HCD in higher institutions. There is a need for effective religious diversity management in higher institutions in Kogi State. Increasingly unchecked religious diversity is substantially affecting the outcomes of HCD in higher institutions in Kogi State.

### Recommendations

This study recommends that:

1. The management of Public Tertiary Institutions should increase investment in HCD so as to facilitate improved job security of staff in Kogi State. The government should also provide adequate funding support to enable the adoption of best practices in HCD in Public Tertiary Institutions in Kogi State.
2. A policy framework should be set to motivate increased educational attainment and productive cultural diversity so as to sustain increased outcomes of HCD in higher institutions in Kogi State. The management should effectively manage religious diversity to minimize its negative effect on the outcomes of HCD in higher institutions.
3. The management should adopt any strategic measure to increase commitment to HCD as it has a positive effect on the JS of Staff in higher institutions in Kogi State.

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