



**A REVIEW OF CAPACITY DEVELOPMENT AND JOB PERFORMANCE  
IN THE NATIONAL MUSEUM IN BENIN CITY, EDO STATE, NIGERIA**

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**Abstract**

*This paper reviewed capacity development and job performance in the national museum in Benin City. Inside the discourse are the introduction; statement of the problem; objectives of the study; research hypothesis; significance of the study; scope of the study; conceptual framework; and literature review. The survey method was adopted. Data was gathered by means of questionnaire. This paper revealed regular retraining of personnel and payments of weigh-in allowance as components of capacity development in the national museums. Findings validated that capacity development interventions made productive impact on job performance in the national museum in Benin City.*

**Keywords:** Capacity development, job performance, and national museums.

**Introduction**

There is scarcely anyplace on the earth that does not have services which are owned and used together by the citizens. Government in every society makes arrangements to help out in the delivering of quantitative and qualitative services to the people under its dominion. Such welfare arrangements made by government are classified as public service. The

people that work in the public service are known as public servants. By all accounts, public servants are regarded as caretakers of the common wealth of the populace. It is for this reason that the average individuals often consider public servants as welfare contributors. By the same token, public servants are expected to be uncompromising and hard-working in serving the interests of the entire public from time to time. Multiplicities of public services are available in Nigeria. However, the centre of attention in this discourse is the national museum.

National museum is a government department which safeguards the cultural heritage of the land. In Article 3 and Section 1 of its Statutes, the International Council of Museums (ICOM) clarified that a museum is a non-profit, permanent institution in the service of society and its development, open to the public, which acquires, conserves, researches, communicates and exhibits the tangible and intangible heritage of humanity and its environment for the purposes of education, study and enjoyment. It is the National Commission for Museums and Monuments (NCMM) in Nigeria that is saddled with the responsibilities of administering and coordinating the dealings of the national museums which are shared out among the entire Geo-Political Zones in Nigeria. In its 2012 annual report, the NCMM emphasised that its foremost responsibility is to translate the people's massive heritage resources to a steady wealth for the nation. However, such task is only achievable if there is optimal job performance.

Job performance in many public organizations in Nigeria has suffered a worrisome decline despite the vast usable human resources that are available. During working hours in most organizations, several directors often go to work to do nothing while their subordinates waste the whole day around the office premises. Hence there is the need to strengthen the abilities of employees to effectively perform everyday jobs, achieve results, identify problems, find solutions and make sound decisions

(Onah, 2008; Anyadike, 2013). Appropriate capacity development is imperative if the aforementioned objective of the NCMM is to be effectively accomplished. For all intents and purposes, capacity development encompasses the practice by which some individuals, groups, organizations and societies enhance their abilities to identify and meet development challenges in a sustainable manner. The foremost approach to capacity development is the type that is based on learning, as well as on the capability of the people to understand, acclimatize to, and restructure their organizations along with their environment. In the broadest sense, capacity development predominantly encapsulates thorough strengthening of abilities needed for effectively performing tasks, achieving results, identifying problems, unearthing solutions and taking sound decisions in the different professional environments (Lavergne and Saxby, 2001; Austrian Development Agency, 2011).

In this paper, the spotlight is beamed on capacity development policy and the impact of its implementation on job performance in the Nigerian public service. The case study is the national museum in Benin City, Edo State, Nigeria. Subsequent to the introductory part of this discourse, due attention is paid to conceptual framework. Next is a review which covers the Nigerian public service; statutory functions of national museums; capacity development in the national museums; and impact of capacity development on job performance. Last of all is the presentation of data and analysis of findings; conclusion; and recommendations.

### **Statement of the problem**

Like every other public service in Nigeria, the national museum in Benin City, Edo State, was beset with poor job performance over time. This phenomenon stemmed from the shortfalls of employee capacity and incentive. As such, retraining and payment of weigh-in allowance was given to staff by the NCMM. Eberts (2008) carried out a study on "Upgrading the Skills of Low Qualified Workers in the United States". It

was hypothesized that upgrading the skills of low qualified employees via training will improve their job performance. Survey research design was adopted. The simple percentage was employed as statistical tool for data analysis. The findings established that upgrading the skills of low qualified employees through training was essential in meeting the labour needs of businesses and filling the gaps in skills. In addition, Yasar, Ahmed, and Emhan (2014) did a study on the “Analysis of Relationships between Organizational Learning Capacity and Organizational Performance: A Case Study of Banking Sector in Nigeria”. This learning capacity is generally about familiarizing employees with technological change. The researcher asked whether the organizational learning capacity has affected organizational performance. Survey research design was adopted. A total of 315 questionnaires were distributed randomly among some bank workers in Abuja. The statistical tool for data analysis was Regression Analysis. Findings proved that a relationship exists between organizational learning capacity and organizational performance.

However, it is clear that the research of Eberts (2008) was centred on workers in the United States while that of Yasar, Ahmed, and Emhan (2014) focused on the staff of some banks in Abuja. None of the investigations verified the outcomes of the capacity development and job performance concerning the national museum in Benin City. These are apparent gaps in the existing literature which are covered in this study.

### **Objectives of the Study**

This study is set out to generally examine the outcome of capacity development which was carried out in the national museum in Benin City, Edo State. The specific objectives are to:

- (a) Appraise the outcome of staff retraining on the quality of work.
- (b) Evaluate the effect of weigh-in allowance on the drive to work.

### **Research Hypotheses**

In the bid to authenticate the various relationships that exist between variables, the following hypotheses were devised and tested.

- (1) There is no significant relationship between retrained personnel and quality of work.
- (2) There is no significant relationship between weigh-in allowance and passion to work.

### **Significance of the Study**

The findings in this study offer the needed guidelines to administrators of public services in Nigeria about the effective way to implement capacity development in order to enhance job performance. Furthermore, results in this study will enrich extant literature.

### **Scope of the Study**

The precise content coverage of this paper is capacity development and job performance in the Nigerian public service. The geographical coverage is the national museum in Benin City. A specific period ranging from 2010 to 2020 was covered in this study.

### **Conceptual Framework and Literature Review**

Conceptual framework is adopted as the groundwork of this discourse. Imenda (2014) maintained that a conceptual framework entails the use of related concepts to explain a subject matter in order to give it a sense of direction. More to the point, Ilott, Gerrish, Laker, and Bray (2013) upheld that conceptual framework is not merely descriptive but do as well give an idea about a number of definite concepts and their relationship with one another. Accordingly, the conceptual constructions of the terms capacity, development, capacity development, personnel and organizational capacity development, and job performance are used to prop this study. In the sense in which it is used in this paper, the word capacity refers to human capacity which predominantly takes account of all the skills,

experiences, values, motivations, habits, knowledge, and traditions of individuals and the organizations for which they work. In specific terms, capacity is defined as the capability of the individuals and organizations or organizational units to perform functions effectively, efficiently and sustainably (FY, 2012). In a similar vein, Organization of Economic Cooperation and Development (2006) established that capacity is about the ability of people and organizations as a whole to manage their affairs successfully. It is clear from these definitions that capacity does not only entail being able to carry out allotted tasks but doing so persistently. Capacity is furthermore portrayed as the ability or power of an organization to apply its skills, assets and resources to achieve its goals (Sarah, 2011). This means that capacity is not all about having skills but it also includes their accurate application in discharging specified functions. In the determined drive towards its enhancement, capacity has to undergo the process of development.

The word development as employed in this discourse is defined as the growth of an individual in terms of ability, understanding and awareness. Closely akin to development is the term 'training' which is described as the systematic improvement of attitudes, knowledge, and skills as required by a person to perform a given task or job adequately (Joseph and Ernest, 2010). It is as assumed that as soon as responsibilities are allocated, employees with inadequate training or development will lack the required confidence with which to perform their jobs. Taking a look at the merits of training or development, Aine (2011) maintained that "training brings out the best in personnel in terms of quality outputs and the ability to adjust to changing situation as far as meeting the corporate objectives of the organization is concerned". Furthermore, Odunlami (2012) argued that since an organization is not just the building nor equipment but the personnel that are working therein, there is need to plan for the right quality of personnel that will take the organization to the highest peak. Accordingly, the knowledge, information, awareness, skills, attitude and

behaviour which the employees have need of, for job performance ought to be uncovered before devising and implementing any appropriate policy interventions concerning capacity development.

Capacity development is an expression that is often applied to illustrate outstanding changes which capacity or skill has undergone overtime. This reflection indicates that capacity development is basically a continuous process. Given that no circumstance is static, the capacity of any entity will always evolve subsequent to its interaction with the environment, for good or for ill. The term capacity development (or building) in practice is also used for something else such as the deliberate efforts put up to make capacities grow (Ubels, Fowler and Baddoo, 2010). The capacities undergoing changes occasioned by some deliberate efforts to make them grow are inbuilt in people. For this reason, capacity development is considered as the process whereby people and organizations as a whole go all-out to strengthen, create, adapt and maintain their capacity over a certain period of time (Organization of Economic Cooperation and Development, 2006). This description emphasized that capacity building is a continuing process to advance the aptitude of an individual so as to create outcome that can be evaluated and sustained (Sarah, 2011). In a similar vein, (FY 2012) maintained that capacity building is the evidence-driven process of strengthening the abilities of certain individuals, organizations, and systems to perform core functions sustainably, and to continue to improve and develop over time. From the foregoing explanations, it is very plain that building the capacity of workers is not carried out in isolation. The organization ought to be responsible for the arrangement of programmes for personnel capacity development.

Agunyai (2015) posited that personnel development involves the training, education and career development of workforce. It is often emphasized that the Public Service that is bent on accomplishing its goals will not only employ, but will also involve in the capacity development of its personnel.

Organizational capacity building, which covers staff capacity development, is the strengthening of internal organizational structures, systems and processes, management, leadership, governance, and overall staff capacity to enhance organizational, team and individual performance. If done properly, Sarah (2011) believed that organizational capacity building can contribute to the sustainability and ownership; improved organizational services products; advance a sense of common purpose; enhance institutional flexibility in responding to change, problem solving and learning. According to Eade (as cited in Esther, 2009), organizations frequently develop their capacities in any unplanned, spontaneous ways. They as well incorporate certain principles in the design, implementation and monitoring of organizational capacity building initiatives. That is how to be successful in capacity building processes and in having sustainable results in terms of effective job performance.

The meaning of job performance is multifaceted. In this discourse, job performance centres on the specific unit of outputs by the individual employee in a veritable establishment. On this basis, Stephan and Harrison (2015) categorized job performance as the total expected value which the organization gains from the behavior that an employee exhibits over a certain period of time. The Wikipedia online dictionary described Job performance as the quality and quantity of outputs that are expected in a particular job which an employee meet to be rated as a good job performer. Job performance is most of the time determined, by motivation and the will and ability of a worker to do the job (Munisamy, 2013). It follows therefore that job performance is the specific level of productivity, which is attained by the human resources in whichever organization, especially the Nigerian public service.

### **The Nigerian Public Service in Brief**

The public service is a typical bureaucratic organization made up of public servants who are employed on the basis of skills, qualifications, and expertise they have. Guido (2000) explained that the public service is a profession, and as it developed, it has embraced the merit principle in setting up career structures from recruitment to promotions. This means that the public service additionally runs the administrative machinery that supports decision-making and implements the policies and programmes of the government of the day. In Nigeria, the government's bureaucracy is the public service. This is because government at whatever level enunciates and implements its policies, programmes and projects through the instrumentality of the public service. The Public service is explained in section 277 (91) of the Constitution of the Federal Republic of Nigeria of 1979 which is now section 169 of the 1999 Constitution. The Constitution holds that public service covers the civil service (Ministerial departments) which is chiefly owned by government. The civil service is therefore a tool with which the policies and programmes of government are carried out from time to time. The civil service is a small part of Government. It is permanent and never expires. All the constitutionally elected government makes use of the civil service throughout its tenure to execute its mandates by aligning them with the civil service functions (Junaidu and Aminu, 2015).

There are assorted functions by public service. The public service that is covered by national civil service laws plays an indispensable role in the sustainable development and good governance of a nation. As an integral part of democracy, the public service serves as the neutral administrative configuration which carries out nearly all decisions of the entire elected representatives of the people. The public service is the backbone of the state in implementing a strategy for economic growth of a nation and also runs the programmes for the welfare of a society. In addition, the public service performs salient functions such as implementing and enforcing

political and social policies of the current Government; raising revenue for the government; ensuring managerial, political and financial accountability; serving the people; monitoring and evaluating performance; sustaining development initiatives; and delivering quality services (Guido, 2000; Junaidu and Aminu, 2015). Given these fundamental roles therefore, the citizens of Nigeria look forward to its public service to demonstrate towering standards of professionalism and ethics.

Professionalism and ethics mostly abound in the public service. In the public service, professionalism and ethics are values that determine how its activities are carried out. They take account of all values guiding the public service such as loyalty, neutrality, transparency, diligence, efficiency, punctuality, effectiveness, and impartiality (Guido, 2000; Michelsen and Amundsen, 2009). Loyalty covers fidelity and trustworthiness; neutrality means non-partisan; transparency implies accountability or openness to scrutiny; diligence encompasses hard work and commitment; punctuality encapsulates regularity as well as time keeping; effectiveness involves efficiency cum competence; and impartiality is about fairness and objectivity. These all combine to delineate how public servants ought to exercise judgment and discretion in carrying out their official functions. The above ethics are what serve as guide to the public servants in national museums while performing their statutory functions.

#### **Statutory Functions of the NCMM**

It was Decree No. 77 of 1979 that dissolved the National Antiquities Commission and Department of Antiquities. The same Decree afterward gave birth to the NCMM. As affirmed by the NCMM, the functions of the Commission shall be:

- To administer national museums, antiquities, and monuments. It does this through the instrumentality of a properly laid down hierarchical arrangement that is in line with the bureaucratic structure of the public service.

- To establish and maintain national museums and other outlets for, or in connection with, but not restricted only to the Antiquities, Science and Technology, Warfare, African, Black and other Antiquities, Arts and Crafts, Architecture, Natural History, and every component of Educational Services.

- To approve any museum privately established and maintained, and at any time withdraw such approval. This is to make sure that the private museums also adhere to the statutes guiding the operations of museums in Nigeria.

- To make recommendations to whichever State Government or other person concerning the establishment and management of museums and the preservation of antiquities and monuments. This is of maximum importance because the NCMM's quest to curtail the incessant rate of natural and man-made damage done to cultural heritage requires the uncompromising backing of government.

- Contribution to work of international bodies like the museums and monuments divisions of UNESCO, the International Council of Museums (ICOM), and Organization of Museums and Monuments in Africa. It discharges this function by participating in international conventions, ceremonies, and other programmes.

- Supervision of the restoration work on traditional Nigerian architecture and building technology. It also provides visual and reading materials on the traditional architecture of Nigeria. The aim is to help the public to appreciate the Nigerian architecture.

- Encouraging schools to include museum studies in their curriculum, and also visit the museums regularly. The museum's education unit visits different schools to enlighten people about significance of our various cultural heritage and the need to identify with them (1981 Report of the NCMM, 1984).

The foregoing statutory functions of the NCMM are broken down into specific responsibilities which are divided among the different departments and units in the national museums. The multiplicities of

sections or units in each of the national museums encompass Documentation, Export permit, Administration, Conservation, Library, Planning, Research and Publication, Audit, Projects and Works, Administration, Accounts, Exhibition, Education, Gallery, Security, and Heritage, Monuments and Sites (The Nigerian Museum, 2021). The need to guarantee and sustain productivity necessitated capacity development initiative by the national museums in 2010. With this capacity development intervention, the employees are expected to discharge the functions assigned to their sections or units.

### **Capacity Development in the Nigerian National Museums**

Capacity development is an integral part of the national museums. The World Bank (2008) put forward some likely capacity development reform questions namely: What are the key policy changes that are being proposed? What are their objectives? Who tabled these reforms? How do they support the objectives of the stakeholders who are sponsoring them? Moreover, what are the policy reform implementation agencies? What are the functions covered by the policy reform? The foregoing reform questions constitute the pillars on which the NCMM established the various interventions concerning staff capacity development in the whole national museums in Nigeria. At this point, each of the capacity development reforms and policy interventions is pointed out before it is dissected.

The Capacity Development Key Policy Changes: In 2010, the NCMM reformed some policies in order to measure up with the development programmes of the Federal Government which are summed up in the public service functions. The key changes in policies were relevant to workers' capacity development in the national museums in the following aspects.

1. Museum equipment and facilities will be upgraded to advance professional standards and best museum practice in Nigeria. The new equipment and facilities consist of vehicles, computers, cameras, and block of offices.

2. Museum staff will be trained and retrained to achieve best professional practice. This training and retraining exercise is meant for all museum staff in order to acquaint them with how to work with the various museum equipment and facilities as well as acquire professional skills for greater job performance in the diverse museum units.
3. Museum staff welfare will be improved in order to increase productivity and dedication to service (Annual Report of NCMM, 2012). This staff welfare covers all aspects of staff motivation. The focus in this paper is the weigh-in allowance. The abovementioned policy changes are designed to accomplish specific objectives.

The Capacity Development Reform Objectives: The broad-spectrum objectives of the capacity development policy reform in national museums are to equip the employees with professional skills and tools in order to increase their job performance and accomplish the set goals and objectives of the Commission. But the specific objectives vary from one department to the other because their functions differ. That is why efforts were made to match the various aspects of the policy reform with the functions of each department so that workers will acquire remarkable capacity that will make them professionals especially in their various units. The International Council of Museums (as cited in Mensch, 2004) defines professional museum staff as "personnel of museums who have received specialized training or possessing an equivalent experience in any field relevant to the management and operations of a museum". This qualifies them to discharge assorted museum functions which take account of research, conservation, documentation, education, and exhibition.

The Capacity Development Reform Body: The Management of the NCMM headed by the Director-General is the body that tabled the capacity development policy reform. NCMM has six directorates which

incorporate Research, Planning and Publication; Educational Service and Training; Finance and Accounts; Monuments, Heritage and Sites; Museums; Administration and Supplies. Each of them is duly manned by a Director, a Deputy Director as well as an Assistant Director. All the departments work together so as to guarantee prompt communication with the public and also initiate and execute policies (Akinade, 1998). Also included in museum Management is the entire Curators of all national museum substations who are all accountable to the Director-General. The museum Management is answerable to the then Minister in charge of Tourism and Culture who is in turn accountable to the President of the Federal Republic of Nigeria (NCMM Annual Report, 2012). All capacity development policy reforms usually support the sponsors' pressing objectives.

The Capacity Development Reform and Sponsors' Objectives: In the Management Meeting and Retreat that was held in Kano State, three point agenda were articulated as the main policy thrust of the NCMM. They comprise establishment of community museums; scheduling of heritage sites in the country; acquisition of artifacts and antiquities; and community participation in museum activities. The predominant objectives of the Commission correspondingly encompassed repositioning of at least three quarters of its museum stations nationwide to a position where they can render standard museum services; facilitate the establishment of at least one community museum in each geo-cultural zone of the country at least four specialized museums in Nigeria; document 100 properties for scheduling as national monuments and enlist at least one site into the World Heritage List (NCMM Annual Report, 2012). The policy reform implemented via the following assigned agencies.

The Capacity Development Reform Implementation Agencies: There are agencies appointed through which the policy reform in relation to personnel capacity development in all the national museums were

implemented. They take account of in-house seminars; workshops and seminars; international training courses; further education in higher institutions; and institute of archaeology and museum studies within the city of Jos in Plateau State, Nigeria.

- A. In-House Seminars: Throughout Nigeria, national museums have in-house seminars and lectures. Attendees usually comprise museum professionals and the general public including expatriates who are interested in culture. In the seminars, different aspects of Nigerian culture are discussed and papers are presented by members of staff.
- B. Workshops and Seminars: Staffers in national museums are selected according to their time of employment or grade level to attend seminars and workshops organized by the national museums Management outside their station. They receive lectures based on the functions of their various departments.
- C. International Training Courses: The Management of national museums principally relies on the Manpower Development Department of the Office of Head of Service of the Federation. It is this Office of Head of Service that approves whichever training proposals and course sponsorship programmes overseas for the national museums.
- D. Further Education in Higher Institutions: The national museums Management grants interested employees of national museums approval to go for further studies in any courses related to their job in any higher institution. The length of the study leave an employee is granted depends on the duration of the course of study.
- E. Institute of Archaeology and Museum Studies: It was the NCMM in conjunction with the United Nations Educational Scientific and Cultural Organizations (UNESCO) that established the Institute of Archaeology and Museum Studies in Jos, Plateau State in 1963. This Institute provides local in-service training facilities in Museology

for the Commission's professionals and technicians as well as for UNESCO member-states in Africa south of the Sahara. Museum Studies deals with the humanities, sciences and technology. The duration for Diploma and First Degree certificates is about eighteen and nine months respectively. Employees from grade level four upward are qualified to attend the Institute. A museum study at the Institute in Jos is only done once in a life time (NCMM Report, 1984; NCMM Annual Report, 2012).

### **Method of Investigation**

The investigation was specifically set out to give further details concerning the outcomes of upgraded facilities; explain the end result of regular retraining; and demonstrate the impact of weigh-in allowance on job performance in national museum in Benin City. The departments and units polled encompassed Documentation and Storage, Export permit, Gallery, Library, Conservation, Planning, Research and Publication, Projects and Works, Administration, Accounts, Exhibition, Education, Security, Audit, and Heritage, Monuments and Sites. The survey research method was adopted. Data were put together with the three point scale questionnaire administered to the 150 staff of the national museum in Benin City. Frequency counts of responses were converted to percentages to form the research results and statistical inferences. The following questions offered a sense of direction in making inquiries. Is there any relationship between retraining and the quality of work in the national museum in Benin City? Is there a relationship between weigh-in allowance and the drive to work in national museum in Benin City? All questions were in turn reset as personnel capacity measures to obtain the percentage distribution of responses presented in table 1.

**Table 1: Personnel Capacity Measures and Percentage Distribution of Responses**

N	Personnel Capacity Measures			Agree	Neutral	Disagree	Missing	Total
1	Tutelage	accelerates	job performance.	96%	2%	2%	0%	100%
2	Regulation	improves	job performance.	94%	3%	3%	0%	100%
3	Mentoring	increases	job performance.	86%	6%	8%	0%	100%
4	Benin museum	got weigh-in	allowance.	88%	6%	4%	2%	100%
5	Weigh-in	allowance	aids performance.	88%	5%	7%	0%	100%

**Source: Field Survey**

### Survey Results and Statistical Inferences

In the first inquiry, direction was sought with the question: “Is there a relationship between regular retraining and quality of work in the national museum in Benin City?” The question was resolved with the personnel capacity measures scheduled under number 1, 2, and 3 in table 1. The data accumulated illustrates that 96% of the respondents approved the 1st personnel capacity measure, 2% did not concur while another 2% were neutral. Precisely 94% subscribed to the 2nd personnel capacity measure, 3% opposed and 3% were undecided. Exactly 86% accepted the 3rd personnel capacity measure, 8% went against while 6% were noncommittal. The percentages of respondents which assented that retraining has improved quality of work are higher than the opposing and nonaligned ones. It follows therefore that the support which employees received on how to work; being guided to do every day job; and emulating

the paradigm of the supervisors had improved the totality of quality of work. This fundamentally demonstrates that there a relationship between retraining and quality of work in the national museum in Benin City.

The second inquisition was worked out with the question: “Is there a relationship between payment of weigh-in allowance and drive to work in the national museum in Benin City?” The question was answered with the personnel capacity measure under number 4 and 5 as stated in table 1. Exactly 88% accepted the 4th personnel capacity measure, 4% opposed, and 6% were non-aligned. A total of 2 items were missing. Precisely 88% approved the 5th personnel capacity measure, 7% gave no approval while 5% were undecided. The percentages of respondents that accepted the payments of weigh-in allowance as booster of drive to work are more than the opposing and neutral ones. What this means is that the payments of weigh-in allowance to staff of the national museum in Benin have boosted the drive to work. This is an evidence that there a relationship between weigh-in allowance and drive to work in the national museum in Benin City.

### **Analysis of Findings**

Findings proved that upgraded facilities; regular retraining; and the introduction of weigh-in allowance had significantly heightened the scale of job performance in the national museum in Benin City. This means that there is significant relationship between capacity development and job performance. For a clear and orderly presentation, attention is drawn to the capacity development and specific improvement in the job performance of each unit.

Subsequent to the said capacity development, the finding is that workers in Documentation and Export Permit units now maintain museum standard and best practices. Documentation workers presently boast of additional skills in digital documentation. In addition, employees in

Export Permit unit are at this time faster and more skillful in issuing out export permit to travelers carrying cultural objects or works of art outside the country. Results are as well interpreted to mean that personnel in the Gallery and Conservation units now perform better. Gallery workers now know how to take care of the objects and prevent theft particularly when visitors are around. Furthermore, workers in Conservation unit currently exhibit more skills in preserving objects in the museum. It is construed that many staff in Research and Publication now have better understanding of ethnographic research methods and the use of computers which have improved the quality of their research. After retraining, the museum librarian who heads the library has improved in assisting library users; acquiring books and keeping track of books to prevent theft in the library.

Results conclude furthermore that the workforce in Heritage unit are now further adept in compiling and publishing information on national heritage, monuments and sites. Retraining has also made members of staff in Education unit to be more conversant with contemporary methods for enlightening the general public about the museum. Moreover, the staff retrained in Exhibition unit recorded considerable improvement in the open display of some museum artifacts for public viewing and enlightenment. It is additionally understood that employees in Administration and Projects and Works currently have better skills. Administrative officers do better in dealing with files and filing correspondence. Employees in Project and Works unit are doing better jobs in their assigned everyday jobs of repairing and renovating museum facilities and equipments. They are currently more equipped with the know-how in working out various project assessment and cost-benefit analysis prior and subsequent to projects' execution. More so, findings are taken to mean that workers in Account unit are doing better in keeping account of all museum expenditure. Then again, the retrained Auditors have improved in discharging their most important functions of producing a balanced account at the end of each year. Last of all, the

retrained security men or antiquity guards have improved in guaranteeing the safe custody of museum artifacts, equipments and facilities.

### **Conclusion**

In this paper, capacity development and job performance in the public service was examined with the national museum in Benin City as a focal point. Among other issues, the challenges of inadequate skills and underprovided pecuniary motivation were investigated. The foremost steps taken to resolve these challenging issues were pinpointed. Assorted outcomes of the capacity development policy interventions implemented were mentioned. Findings confirmed that there is a relationship between regular retraining and quality of work, and introduction of weigh-in allowance and drive to work job. It is on the basis of the foregoing that the following recommendations are submitted.

### **Recommendations**

1. The Nigerian public services should embark on more capacity building programmes. Such capacity development must cut across all the cadres. No aspect of the personnel capacity development in the public service should be unnecessarily delayed so that the employee job performance and organizational productivity level will not reduce.
2. Employees in the public service should always undergo training and retraining in order for their professional knowledge to complement the demands of their everyday jobs. In the national museums, best museum practices expected from the staff can be enhanced with seminars, workshops, and training courses within and outside Nigeria.

3. Giving of more incentive to encourage the workers in the public service is imperative. The rationale behind pecuniary motivation of workers is to guarantee service delivery. Particularly, the Salaries and Wages Commission of Nigeria need to do an upward review of the salaries of staff in the public services such as the national museums.

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