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CAPACITY BUILDING STRATEGIES AND EMPLOYEE PRODUCTIVITY OF PAINT MANUFACTURING FIRMS IN RIVERS STATE

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ABSTRACT

The study examined the relationship between capacity building strategies and employee productivity of Paint Manufacturing Firms in Rivers State. The specific objectives of the study was to investigate the dimensions of capacity building strategies as: capacity Acquisition, capacity sharing and training and the measures of employee productivity (waste minimization). Four research questions, and hypotheses were formulated for this study. The study employed cross-sectional survey design. The population of the study was (700) employee drawn from the entire staff of the nineteen paint manufacturing firms, with a sample size of two hundred and fifty five (255) obtained using Taro Yemene to determine it. Structured Questionnaire was the only source of data collection. Spearman Rank Order Correlation statistical tools was used to analyze the data with the aid of statistical package of social sciences (SPSS) Version 20.0. The results covered that capacity acquisition, capacity sharing and training was highly positive and statistically significant with the criterion measure of such waste minimization. The study concluded that capacity building strategies has a significant impact on employee productivity. The study recommended among others that management should develop procedures for assessing and handling human capacity building. The employees' main areas of responsibility must be structured according to their training, skills, expertise, experience and field of interest.

Keywords: Capacity Acquisition, Capacity Sharing and waste minimization.

INTRODUCTION

Any organization that desire growth and quality work, gives attention to employee productivity which in turn geared towards building of capacity of employees in order to enhance productivity. Capacity building is essential to the process of developing employee intellectually, improving their skills, attitudes and value competency to further a predetermined course, after an initial exposure to knowledge and a set of skills, for carrier advancement and higher productivity (Sanders et al, 2017). It is an act of only adding to the repertoire of knowledge gained, skills acquired in past, and value addition to attitude and value level. Beesley and Shebby (2010) defined capacity building as an investment towards the effectiveness and sustainability in the vision of a person or an institution. Capacity building can be seen as a change process targeted at "aligning beliefs and new or refined practices with desired growth targets" within an organization (Harsh, 2010). Capacity building is very essential for the development of an employee because skills acquired previously is not; adequate for a higher level of productivity or result demanded or for the trainee to be able to occupy a higher office in his/ her chosen career or to even become a better producer (Sofijanova & Zabijakin-Chatleska, 2013). Capacity building is not limited to training personnel or the provision of technical assistance, but may include overhauling systems, remodeling physical infrastructure, recruiting new personnel, and improving the efficiency of the use of existing resources (Duda et al, 2014). Capacity building is an investment in employee development which is expected to yield return in terms of increasing employee productivity. The investment in capacity building is for a higher return on investment to be obtained such that what is obtained is higher than what is invested into the capacity building process. However, even though returns are expected from the capacity building process, it is hoped to come in the form of promotion, quality

improvement, higher marketability, sales, self-development or improved organizational image (Fixsen et al., 2009). Capacity building pays attention to the future of an individual and the organization. It focuses on the development and advancement of knowledge, skills, attitudes and value of an employee. It tries to build on the notion that what is learnt-now is carried into expected future results (Millar & Doherty, 2016). This perhaps keeps hope in the future of an individual or an organization as that tended to tilt the future things to be taught of as going to be better than the present, thus, the assumption or belief held of capacity building. Maijanovic et al, (2013) stated that capacity building strengthens an organization's ability to fulfil its mission by promoting sound management, strong governance, and persistent rededication to achieving results.

The issue of employee productivity in paint manufacturing firm has attracted much attention in recent times in view of the low productivity of employees in the industry. The issues that boards on time wastage, workers' inefficiency and excessive waste have been a source of worry to practicing managers in the paint manufacturing firms. Strategies on how to improve employee productivity has been the major focus of managers in the fast food industry. Every manager knows that higher productivity is a critical factor that determines the overall performance of the organization. Consequently, managers in the industry are brainstorming on a daily basis on how to improve employee productivity in their organization. Employee productivity is the output of an employee in active service (Emenike, 2012). Zistecelo (2019) defined employee productivity as the numeric value of output compared against a given standard within time measurement. It refers to the degree of output produced by an employee compared to the standard set for him or her by the employer or manager. It entails how much an employee was able to achieve in a given task over a given period of time (Zistecelo, 2019). Oxenburg et al, (2004) defined employee productivity as the amount of work, goods or services that is produced by an employee at a given period of time. An employee productivity level is expected to rise if the employee puts more energy, time and efforts in performing his or her given task. However, the productivity of an employee needs to be measured in order to determine whether or not the employee is contributing towards the growth of the organization. Employee productivity level can be measured against the yardstick set for him or her by employer or manager in an organization. According to Obiekwe (2012), employee productivity is determined based on the productivity standard set in place or by observing the present output against a previous output of the worker who has been hired by the organization. If an employee accomplishes more tasks in a short period of time, such employee is said to be productive but where an employee fails to accomplish his or her task at a given period of time, such employee can be said to be unproductive on the job (Kumari & Kurnari, 2014). Rouse (2015) stated that an employee can be said to be productive if his or her output meets the standard set for him or her at a particular time; and if the employee's output surpasses the standard set by the managers or employer, such employee can be said to have attain a higher productivity.

Statement of Problem

Inferior product of some paint manufacturing firms has become so worrisome to managers in these companies as these employees are said to have poor attitude to work resulting in low productivity. Some of paint manufacturing employees are reluctant to act, feel unconcerned, and deceitful in their approach to work. These employees are said to lack the zeal to work, the briskness and the momentum of hardworking people; and generally, dedication, honesty, competence and determination - all of which characterize highly productive people in a society.

One of the major challenges confronting managers in the paint manufacturing firms in Nigeria is how to improve employee productivity. A keen observation shows that the productivity level of employees in these companies is very low as they fall short of the standard set for them by manager. Some employees in fast food companies waste a lot of time performing their assigned

task; while others are completely inefficient in performing their job resulting in excessive waste of materials. The low productivity of the workforce has negatively affected the overall performance of the companies. Thus, the low productivity of some employees in paint manufacturing companies could be traced to lack of capacity building. Many of these companies do not care about improving the capacities of their employees through the provision of training, capacity acquisition and capacity sharing rather they frown at employees and punish the weakness portray by the workers. Some of the paint manufacturing companies do not have a well-documented capacity building plan for their staff. These companies seem to have a weak culture which does not create room for capacity building. Because many employees are poorly trained and are lacking the opportunity of developing their skills and knowledge in response to technological changes and innovation, their productivity has remained far below expectations and this has negatively affected their growth of the companies. Based on the expectation in the dimensions and measures of this study, the aim of the study was to examine the relationship between capacity building strategies and employee productivity of paint manufacturing firms in Rivers State. Specifically, the study seeks to achieve the following objectives.

1. To determine the relationship between capacity acquisition and waste minimization of paint manufacturing firms in Rivers State.
2. To determine the relationship between capacity sharing and waste minimization of paint manufacturing firms in Rivers State.
3. To ascertain the relationship between training and waste minimization of paint manufacturing firms in Rivers State
4. To examine the extent to which organizational culture moderates the relationship between capacity building and employee productivity of paint manufacturing firms in Rivers State.

Research Questions

The following research questions were asked in the course of the study.

1. What is the relationship between capacity acquisition and waste minimization of paint manufacturing firms in Port Harcourt, Rivers State?
2. What is the relationship between capacity sharing and waste minimization of paint manufacturing firms in Port Harcourt, Rivers State?
3. What is the relationship between training and waste minimization of paint manufacturing firms in Port Harcourt, Rivers State?
4. What is the moderating relationship of organizational culture on capacity building strategies and employee productivity of paint manufacturing firms in Port Harcourt, Rivers State?

Research Hypotheses

The following hypotheses are put forward in line with assessing the operational relationship between the variables which are stated in null form.

Ho_1: There is no significant relationship between capacity acquisition and waste minimization of paint manufacturing firms in Port Harcourt, Rivers State.

Ho_2: There is no significant relationship between capacity sharing and waste minimization of paint manufacturing firms in Port Harcourt, Rivers State.

Ho_3: There is no significant relationship between training and waste minimization paint manufacturing firms in Port Harcourt, Rivers State.

Ho_4: There is no moderating relationship of organizational culture on capacity building strategies and employee productivity of paint manufacturing firms in Port Harcourt, Rivers State.

REVIEW OF RELATED LITERATURE

1 Conceptual Review

a. Capacity building strategies

The concept of capacity building strategies refers to those techniques that serve as a basis of developing the capacity and ability of the employees or individuals. Groot and Molen (2000) defined capacity building strategiesas the development of knowledge, skills and attitudes in individuals and groups of people relevant in design, development, management and maintenance of institutional and operational infrastructures and processes that are locally meaningful. This is a broader approach while still focusing mainly on education, training and human resource development. Therefore, based on this definition, capacity building for employees in a broad sense may refer to improvements in the ability of all employees to perform appropriate tasks within the broader set of performance standards of the organization. UNDP (2003) defined capacity building to cover human resource development and the strengthening of managerial system, institutional development that involves community participation and creation of an enabling environment. Capacity building in the context of development implies a dynamic process which enables individual agencies to develop the critical social and technical capacities to identify and analyze problem as well as proffer solution to them. Azikiwe (2006) cited in Azikiwe (2008) defined capacity building as the process by which an individual's, irrespective of sex, are equipped with skills and knowledge they need to perform effectively and efficiently in their different callings. Azikiwe (2006) also added that capacity building could also be defined as the ability that enable the people to make use of their creative potentials, intellectuals capacities and leadership abilities for personal as well as nation growth and development. Capacity building therefore means planning for people to acquire knowledge and advanced skills that are critical to a country's economic growth, its standard of living and individual's empowerment. It is the planned programs that will impart skills which will enable die recipient put the knowledge and skills acquired into productive uses to solve wide range individual and national problems. Capacity building from the human capital point of view could be explained to mean when people possess the needed knowledge and advanced skills that are critical to individual growth as well as the country's growth and development. The capacity needed by any country to sustainable development is primarily dependent on the adequacy and relevance of its entrepreneurship.

b. Capacity Acquisition

Capacity acquisition has become one of the most significant Constructs in the last twenty years precisely because external knowledge resources are so important. Since the publication of Cohen and Levinthal's (1990) work on absorptive capacity, numerous theoretical and empirical studies have analyzed firms' capacity to acquire knowledge. Nonetheless, (despite the huge growth in the capacity acquisition literature, certain important gaps still remain. Specifically, there is a certain ambiguity in the definition of the construct, its measurement and its antecedents (Lane, et al. 2006).One of the fundamental problems in operations management is to determine the optimal investment in capacity. A firm's capacity determines its maximal potential production per time unit (Bartol & Zhang, 2007). To acquire capacity is usually costly and time consuming, and once the investment is made, the cost is often partially or completely irreversible, as installed capacity is difficult to adjust in the short term. Moreover, the decision on how much capacity to acquire also strongly influences the action space for future operations planning (Turken, et al. 2017). Obviously, acquisition of too much capacity wastes investment that could be used for other important operation activities such as new product development and marketing; too little capacity means long waiting times, missed sales opportunities, and lost revenue. Therefore, it is necessary to find an effective and comprehensive method to determine the proper capacity configuration for operations with specific planning horizons (Rapine, et al 2008). Capacity acquisition is a firm's ability to locate, identify, value and acquire external knowledge that is critical to its operations (Taaffe, et al 2010). The fundamental question encountered in acquiring capacity to meet non-

stationary demand over a multi period horizon is how to balance the trade-off between having insufficient capacity in some periods and excess capacity in others. In the former situation, part of the demand is subcontracted while, in the latter, capacity that has been paid for is rendered idle (Jakubovskis, 2017).

c. Capacity Sharing

Capacity sharing is an economic behaviour between the supply side and the demand side to realize the common use of capacity through some channels and technical means, aiming to save resources and improve the utilization rate of capacity (Yu, et al. 2015). Capacity sharing is characterized by the separation of ownership and use rights. Li and Zhang (2015) studied capacity sharing behaviour between two freight forwarders and argue that capacity reservation between agents could achieve a win-win situation for both carriers and agents. Van Goeverden and Correia (2018) argue that the shortage of bicycle capacity in railway stations can be alleviated through point-to-point bike sharing. Some scholars also note that the realization of positive effects of capacity sharing needs to be based on certain conditions; otherwise, capacity sharing may be unbeneficial or even negative (Tinoco, et al. 2017).Yu, et al. (2015) note the potential benefits of capacity sharing and the circumstances under which benefits can be realized. However, in an environment where enterprises have heterogeneous work content and service variability, capacity sharing may not be beneficial. Tinoco, et al. (2017) show that the stability and long-term viability of a partnership strongly depends on the cost sharing agreement, in combination with the allocation mechanism used to share the costs (or gains) of the coordination. Tian and Jiang (2018) find that the sharing economy affects the earnings of manufacturers and retailers in the distribution channels, and the impact depends on the cost efficiency of manufacturers' capacity. When capacity costs are relatively high, both manufacturers and retailers benefit from sharing. When capacity costs are low, sharing makes manufacturers and retailers worse off. In terms of strategies, many scholars use game theory to explore the optimal capacity sharing strategies of enterprises.

d. Training

One of the most difficult aspects confronting management of most organizations today is how to make their workers become more efficient in order to improve productivity. This concern has led many corporate organizations into inventing new strategies by which to train and motivate their workforce (Batuman, & Snell, 1999). Staff training is one of the most important factors for improving productivity and achieving organizational effectiveness. Staff training and development is a fundamental predictor of capacity building. The only way to get people to like working hard is to train and motivate them (Ash & Levine, 2015). Employee training may be due to a new hire, a new computer system that everyone needs to learn, or a new concept that needs to be introduced to the workforce. Adequate training probably contributes more than any other factor to the successful performance of workers. In considering what adequate training is, we need to determine who should be trained, what areas the training should be covered, what methods of training should be adopted and who should conduct the training exercise (Akintunde, 2005). Training can also be looked at as a short-term learning, process utilizing a systematic and organized procedure by which non-managerial personnel learn technical knowledge and skill for a definite purpose. According to Cho, et al. (2016) training refers to instruction in technical and mechanical operations. In other words, it is designed for non-managers while development refers to education for the purpose of improving the decision-making abilities of the senior managers in an organization. The job of any worker is basically to bring about productivity and desirable changes to the organization. It therefore becomes necessary that the worker should know the adequate technical subject matter needed as well as have the ability to carry it out (Dessler & Varkkey, 2009). Dialoke and Nkechi, (2017) defined training as an act of increasing the knowledge and skills of an employee so that he can do the job better. Therefore, training is an essential

component of high performance in any work situation. In other words, training is an investment in the organization's staff development effort. A firm that invests a lot of money in training but considers its staff as expendable in times of economic difficulty will certainly be losing money and productivity. Elasfer and Karami (2013) defined training as any form of instruction designed to improve an employee's capacity on his present job or to enable him perform a more responsible job in an organization by which people learn skill for definite purpose.

e. Employee Productivity

Wanyama and Mutsotso (2010) viewed employee productivity from the point of the amount of time an employee is physically available to carry out his/her function and the level of mental readiness to efficiently deploy towards greater outputs in a job. Though this may seem to be concerned with employee productivity in the industrial age, the current digital and global nature of the world may not require the physical presence of an employee for him or her to perform duties as an employee could now carry out organizational operations from the comfort of his or her home.However, there is need for an employee to be mentally ready in order for optimal results to be maintained or for efficiency to be called into play. Furthermore, mental alertness is required in an employee if he/she is to achieve desirable results. Thus, in considering the unstable nature of employee productivity in that one cannot exactly tell that once there is a unit of input, the expected output would also be a unit, then this uncertainty is why the mental expectation from an employee should be whole. Perhaps the reason Price Water Cooperation [PWC] (2014) said that productivity in general is politically imperative and in business a necessity, where debates have been on it at several levels of governance. Employee productivity is perceived as the amount of output generated by an employee in a given time frame. This conveys to mean that the productivity of employees is tied to the amount of time spent to produce a measurable value or result. Employee productivity is described as the effectiveness and efficiency displayed by an employee when he/she carries out a responsibility. If it is to be measured, it tells of how much an employee was able to manage appropriately available resources perhaps time, energy, space etc. in order to chum out an observable result. Linna, et al., (2010) defined employee productivity as a quantity of output garnered in comparison with an equal amount of input used in carrying out the responsibility. This definition holds that employee productivity is measurable, has expectation and perhaps quality demand.

f. Waste Minimization

Waste minimization in the context of employee productivity is the act of reducing the level of waste or wastages in the production of goods or services. Waste or wastages refers to the less than maximum use of resources in the production process or service delivery (Zeb-Obipi, 2015). He argues that organizations embrace waste minimization because with fewer mistakes, fewer delays and better use of machine time and materials, performance will improve and wastages will be minimized. Prajogo (2006) defined waste minimization as a practice or process through which the quantity of generated waste is reduced with the main objective of producing the least of unwanted by-products through the optimal use of raw materials, water and energy; that reduced the amount of waste entering the environment. As Hitt (2010) argued, strategic competitiveness can best be achieved by firms through waste minimization. It supports any company's aim for a "Clean technology" production which means full utilization of resources, cost savings in storage, treatment and disposal of generated waste by reducing its volume and its strength or concentration, improves environmental compliance, ensures profit, and promote corporate good image (Ojo, 2014). Armstrong (2012) opined that waste management helps firms to evaluate its productivity performance in the business. Waste minimization in this context can be defined as the organizations ability in ensuring that zero error operation, quality failure, and excess items are reduced.

g. Organizational Culture

Different scholars have defined the concept of organizational culture in their various ways. According to Hofsede (1994), culture depicts the cooperative programme of the mind which distinguishes the members of the group from that of another. Deal and Kennedy (2012), posit that culture is a method of informal procedures which defines how individuals are expected to behave most of the time. Culture denotes the deep structure of organizations, which is embedded in the beliefs, values, and norms held by administrative members of the organization (Denison, 2016).According to Armstrong and Taylor (2014), organizational culture is the shape of ethics, rules, opinions, behaviour and norms that may not have been expressed but form the means in which employees in organizations perform and get things done. This is to say that, organizational culture is concerned with the particular facet of what goes on in organizations. Cameron and Quinn (2016) posited that organizational culture is a persistent set of principles, opinions, and rules that described organizations and their members. Thus, organizational culture is the way of life of a given organization which differentiates it aspiration from that of other similar organization. Armstrong and Taylor (2014) postulated that a number of social processes such as interaction and networking, communications, group behaviour, leadership and power, takes place in organizations and it affects how they function. Employees in the organization interact and create networks for getting things done. Networking is greatly a crucial aspect in organizations where more fluid interactions through the structure are essential between individuals and teams.Organizational communication builds stronger workplace relationships between management and staff for increased productivity. It obviously develops long lasting employee motivation. Yourig and Worchel (2008) opined that developing upward and downward flow of communication amongst different levels of the organization would influence the level of employee commitment and relief in the work environment.

2 Theoretical Review

This study is anchored on the human capital theory.

The origin of human capital goes back to emergence of classical economics in (1776) and thereafter developed a scientific theory. The idea of investing in human capital was first developed by Adam Smith (1776), who argued in the Wealth of Nations that differences between the ways of working of individuals with different levels of education and training reflected differences in the returns necessary to defray the costs of acquiring those skills. Economists such as Elliot (1991) developed the theory of human capital. He is concerned with human capital in terms of the quality, not quantity, of the labour supply. After the manifestation of that concept as a theory, Schultz (1961) recognized the human capital as one of the important factors of national economic growth in the modern economy (Dae-bong, 2009).

The theory argues that a person's formal education determines his or her earning power. Human capital theory holds that it is the key competences, skills, knowledge and abilities of the workforce that contributes to organizations competitive advantage. It focuses attention on resourcing, human resource development, and reward strategies and practices. According to Human Capital Theory, education is an investment because it is believed that it could potentially bestow private and social benefits. Human capital theorists believe that education and earning power are correlated, which means, theoretically, that the more education one has, the more one can earn, and that the skills, knowledge and abilities that education provides can be transferred into the work in terms of productivity (Dae-bong, 2009). The human capital theory also provides justification for teacher trainers to float the sandwich programmes because it enhances, the stock of teachers knowledge which is the basis for enhanced productivity in national economy (Imakpokpomwan & Adeyemi, 2016). Almendarez in Imakpokpomwan and Adeyemi (2016) argued that the outstanding economic and technological growth in Japan, India, China, Taiwan, Singapore and other Asian 'economics, buttress the positive outlook of investment in Human Capital Formation. Without natural resources (they import energy) and strong discrimination

against their exports by the West, they have made great economic and technological impact on the global economy through their service sector handled by well trained, hardworking and ambitious population. World Bank (2003) advocated for national investment in human capital development in order to be relevant in the new global economy. Technological evolution has promoted knowledge-based economy and globalization. It is therefore imperative for individuals, organizations and governments to continuously invest in human capital development in order to obtain new ways to maintain competitive advantage in the global economy. On the other hand, globalization and digitalization have raised the requirements for modem economy beyond the norms of the last century. Global system for mobile communication, internet facilities and other technologies are increasingly disseminating knowledge which implies that teachers are no longer custodians of knowledge.

The human capital theory is very relevant in explaining the relationship between capacity building and employee productivity. The theory proposes that human resources are the most important factor of production in any organization and without building their capacity continuously, it will be difficult to improve employee productivity. This implies that companies must recruit competent personnel in all the departments and provide a capacity building program for them in order to improve employee productivity. Okoroma (2004) opines that lack of capacity building program would affect employee productivity; hence companies must ensure that human resources are given adequate capacity development and building program so as to improve their productivity. The human capital theory believes that human elements in any organization must be adequately motivated to improve their productivity and this can be done through the provision of capacity building program for them.

3 Empirical Review

Festus and Albert (2020) investigated the impact of human capital on the performance of the deposit money banks in Nigeria from 2007 to 2019. The study used expenditures on human resources to proxy human capital while profit after tax is used to proxy performance. The sample covered ten banks which include the five first-tier lenders that hold almost 80% of the entire banking sector asset in Nigeria. Panel data is applied as estimating technique. The result shows that human capital does not have significant positive impact on performance of the banks. However, total asset of the banks remains the most important determinants of performance of the banks. This is an indication that expenditure on human capital reduces the profit of the banks as against the conclusions of some researchers that used primary data. More so, most of the operations of the banks are now capital intensive. The approach used in the study has unraveled the reason behind the incessant staff turnover experienced in the Nigerian banking sector.

Amagadaet al, (2020) studied on the relationship between human capital management and survival of private hospitals in Port Harcourt, Rivers State Nigeria. The study adopted a cross-sectional survey in its investigation of the variables. Primary data was generated through self-administered questionnaire. The population for the study was 143 management staff of 10 private hospitals in Port Harcourt. The sample size of 105 was determined using calculated using the Taro Yamane's formula for sample size determination. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Pearson Product Moment Correlation with the aid of Statistical Package for Social Sciences version 23.0. The tests were carried out at a 95% confidence interval and a 0.05 level of significance. Results from analysis of data revealed that there is a significant relationship between human capital management and survival of private hospitals in Port Harcourt, Rivers State Nigeria. The study recommends private hospital management must develop procedures for assessing and handling human capital. The individual's main areas of responsibility must be structured according to their training, skills, expertise, experience and field of interest. This is never a burden for work.

Anosa, (2020), conducted a work on human capital development and organizational productivity in selected manufacturing firms South-East, Nigeria. The study specifically is designed to determine the effect of training and development, employee engagement, knowledge and learning capacity on organizational productivity. Relevant conceptual, theoretical and empirical literature was reviewed. This study is grounded on Resource Based View and Human Capital Theory. Survey research design was adopted. The study was carried out in South East, Nigeria. The population of study 1229 comprises of the management staff, senior staff and junior staff of the fifteen selected manufacturing firms in South- East of Nigeria. The sample size for the study was 302 using statistical formula devised by Taro Yamane (1964). Data was source for Primary sources. The major instrument used in this research was questionnaire. Face and content validity was used in validating the research instrument. Test –retest through pilot study and Cronbach Alpha was employed to ascertaining the reliability of the instrument. The result revealed a Cronbach Alpha value of 0.7and 0.8 which is within acceptable threshold. The tools that were used in analyzing the data collected include simple percentages, and T- statistics analysis. The study found that training and development has a significant positive influence on organizational productivity. Employee engagement has a significant positive effect on organizational productivity. Knowledge accessibility has a positive significant influence on organizational productivity. Learning capacity does not have significant negative effect on organizational productivity Therefore, the study conclude that human capital development has a significant positive effect on organizational productivity. The study recommends that employer should have compulsory training programmes for all employees in order to improve the knowledge and understanding of annual business strategy and objectives to improve organizational productivity. Employee engagement should not be understood as a one-time exercise but it should be integrated in the culture of the work place and embedded in its policies and procedures. Management a need to consider the staff and their job assignment to knowledge accessibility in other to improve organizational productivity through compulsory training programmes for all employees in order to improve the knowledge and understanding. Organization must devise clear and firmly established plans and programs to help and encourage employee to acquire organizational learning capacity and to increase knowledge acquisition and preventing the deterioration of the employees' knowledge, some special programs must be designed to train them based on their field of expertise.

Wassen, et al. (2019) carried out a study to determine the impact of capacity building and managerial support on employee performance. The aim of the study was to investigate the effects of capacity building and managerial support on employee performance in the textile industry. The researchers adopted the survey design where questionnaire was used to elicit data from 200 employees in the textile industry. The data collected were analyzed using percentage and frequency tables while chi-square was used to test their hypotheses. The findings showed that there was significant relationship between capacity building and employee performance. The study also revealed that employee retention significantly moderate the relationship between capacity building and employee performance. It was concluded that capacity building enhances organizational performance and productivity.

Pollyn (2018) examined the relationship between human capital capacity development programmes and civil servants' productivity in Rivers State Civil Service. Their study focused on the contributory impact of human capital capacity development using training and development knowledge economy, and critical skills on the productivity of civil servants in Rivers State. The study employed the quantitative research approach and the descriptive survey design where questionnaire was used to collect data 237 civil servants. After analyzing the data collected using frequency analysis and chi-square, the researcher found that human capital capacity development increases employee productivity and competitiveness.

Chigozie et al (2018) evaluated the effect of human capital development in organizational performance in manufacturing industries in South-East Nigeria. The population consists of 6230 staff of selected manufacturing firms from South-East, Nigeria. The study used the survey

approach. The primary sources used were the administration of questionnaire to staff and distributors. The sample size of 358 was determined using Ferund and Williams's formula. 306 copies of the questionnaire were returned and accurately filled. The validity of the instrument was tested using content analysis and the result was good. The reliability was tested using the Pearson correlation coefficient (r). It gave a reliability co-efficient of 0.88 which was also good. The hypotheses were analyzed using f-statistics (ANOVA) tool. The findings indicated that Knowledge has positive significant effect on product quality Skills have positive significant relationship on promoting of innovations. The study concluded that any organization that does not learn continuously and is not able to continuously list, develop, share, distribute, mobilize, cultivate, put to practice review and spread knowledge will not be able to compete effectively in the global market. The study recommended that organizations should training their staff to enable them acquire knowledge to enhance productivity and the market share of the firms and Provision of new technological equipment and training of workers on the machines should be advised and encouraged for more profitability of the manufacturing companies.

4 Gap in Literature

From the empirical studies reviewed, two major gaps were identified. First, it was observed that a good number of studies have been conducted on capacity building and employee productivity in Nigeria but none of these studies were carried out in the paint manufacturing firms in Rivers State. Most of the studies conducted on capacity building and employee productivity in Nigeria focused on the textile industry, public sector organizations, Rivers -State civil service and other sectors of manufacturing companies while empirical studies that examined the relationship between capacity building and employee productivity in paint manufacturing firms in Rivers State are lacking. Secondly, it was observed that most of the studies conducted on capacity building and employee productivity in Nigeria and across the world did not relate the dimensions of capacity building (such as capacity acquisition, capacity sharing and training) to the measures of employee productivity (time minimization, work quality and waste minimization) rather they just came to the conclusion that capacity building has a relationship with employee productivity without clarifying which dimensions of capacity building relate to which measure of employee productivity and to what extent. Considering the gaps created in empirical literature, the main thrust of this study is to examine the relationship between capacity building and employee productivity of paint manufacturing firms in Rivers State using organizational culture as a moderator. This will enable the researcher fill the gap that exists in literature.

METHODOLOGY

Research Design: The research design that was adopted, in this study were the cross-sectional and survey design, because it deemed it fit for the study due to the fact that it involve the test of hypotheses using primary data that was generated from nineteen (19) registered paint manufacturing firms in Rivers state.

Population of Study: The population of this study consists of seven hundred (700) employees from nineteen (19) registered paint manufacturing firms in Port Harcourt, Rivers State. The above information was obtained from paint Manufacturers Association of Nigeria (PMAN), Rivers state branch. Details of the population are presented in a table for the purpose of easy accessibility and understanding.

Sample Size and Sampling Technique: Sample size is based on set theory; it is the proportion of the population which the researcher used in the study to administer the instrument effectively. Sampling techniques proves a range of methods that enables the researcher to reduce the amount of data the researcher needs to collect by considering only those data from a sub group rather than all possible case (Okpara, 2018). For this study, the cluster sampling technique was used

because different paint manufacturing firms were studied.. Thus, the sample size of this study is 700 using the Taro Yemane formula

$n = \frac{N}{1+N(e)^2}$

Where:
n = Sample size sought
N = Population size
1 = Theoretical constant
e = Level of Significant (0.05)
The computation of the sample size is presented below

$n = \frac{700}{1+700(0.05)^2}$

$n = \frac{700}{1+700(0.0025)}$

$n = \frac{700}{1+1.75}$

$n = \frac{700}{2.75}$

n = 255.

Therefore, the sample size is 255employees'

Nature/Sources of Data: Data for the study were generated through the primary data sources. The process of generating data that was not in existence makes up what is called primary sources and required the sourcing of such from the primary referents or participants for the study. Nachmias and Nachmias (2006) stated that primary data involves raw and crude data collated normally through the questionnaire, interviews or observation. In this study primary data was collected through the structured questionnaire.

Instrumentation and Measurement: The instrument used in this study is questionnaires. The questionnaire was arranged in a manner to collate relevant information that helps provide answers to research hypotheses postulated. It helps in providing accurate data that are quantifiable. The study which is dominantly quantitative in nature, adopts the structured questionnaire in the generation of primary data of the study. Copies of questionnaire were personally administered, followed up and retrieved. The structured questionnaire for this study was designed to capture data which reflects the demographic characteristics of the sample and also data which reflects the properties of the constructs for the study. Thus, the questionnaire was structured into two sections (a) the demographic section, and (b) the constructs section. A rating scale ranging from 1 = strongly disagree to 5 = strongly agree was used to measure responses from respondents.

Validity of Instrument: Validity is the degree or extent to which an instrument adequately and consistently measures what it is supposed to measure (Dana, 2001). Validity refers to the extent to which the instrument can be considered as accurate and precise in measuring the construct it purports to measure. The instrument for the study was reviewed by the supervisor and other available scholars within the management discipline before administration to the target participants for the study.

Reliability of Instrument: A reliability test was conducted on the preliminary data that was collated for the purpose of pretesting. To ensure the reliability of the test for the data collection, Cronbach alpha was used, in which if the resulting coefficient is above 0.7 then the test is said to be reliable and if the result is less than 0.7 then the test is not reliable.

Table 1 Reliability Coefficients of Variable Measures

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No of Questionnaire Items
.930	.934	35

Source: SPSS Output version 20

Administration of the Instrument: The researcher administered the two hundred and fifty five 255 questionnaires to the various employees' in the selected paint manufacturing companies in River State, upon which questionnaires 250 was retrieved and used for data analysis.

Method of Data Analysis: Data related to this research work was analyzed using percentage and simple statement as referred to the information collected from respondents through the research questionnaire delivered as represented in a tabular form and used to answered research question. correlation analysis; the spearman rank correlation order was used to determinethe relationship between the variables to test null hypotheses at 0.05 level of significance with the help of Statistical package for social sciences (SPSS).In testing the hypotheses one to ten, the following rules were upheld in accepting or rejecting our null hypotheses. All the coefficient (r) values that indicated levels of significance (* or **) as calculated using SPSS were accepted and thus our alternate hypotheses were accepted and when no significance is indicated in the coefficient (r) value we rejected the null hypotheses. We set out a confidence interval at 0.05 levels of significance to test the statistical significance of the study. Both the significance values and the coefficient values were used

ANALYSIS AND DISCUSSION OF FINDINGS

This chapter of the study intends to present, analyze and interpret data gathered in the course of this research.

Presentation of Data

The researcher administered two hundred and fifty five (255) copies of the questionnaire to two hundred and fifty five (255) employees' in nineteen (19) selected paint manufacturing firms in River State. Data collected are presented in table which shows the association of various data sets. The study used descriptive statistics to summarize the demographic information and the research question while the hypothesis was tested using correlation analysis spearman rank correlation order (rho) with the help of statistical package for social sciences SPSS version 20.

Table 2 **Questionnaire Administration**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Questionnaire Retrieved	250	98.0	98.0	98.0
	Questionnaire Not Retrieved	5	2.0	2.0	100.0
	Total	**255**	**100.0**	**100.0**	

Source: SPSS Output Version 20

Table 2 shows that the researcher administered two hundred and fifty five (255) copies of the questionnaire to two hundred and fifty five (255) employees'. However, the researcher was able to retrieved two hundred and fifty (250) copies that covered a valid percentage (98%) of the entire copies administered. In addition, five (5) copies of the questionnaire holding a valid percentage (2%) were not able to retrieve. The information is expressed diagrammatically in a bar chart below:

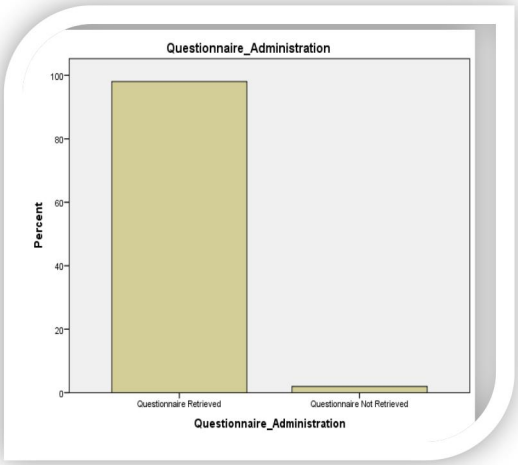


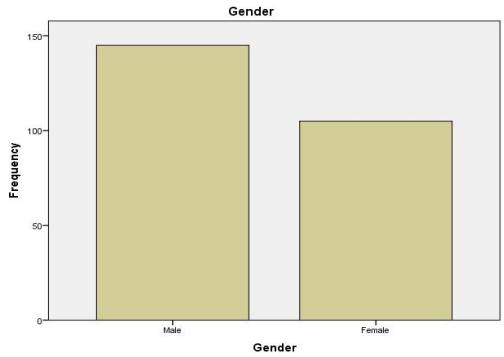
Figure: 1: Bar Chart of Questionnaire Administration

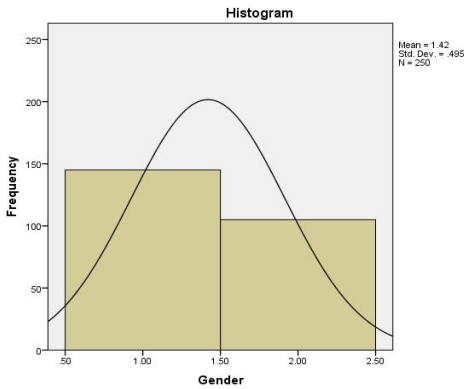
Table 3 **Gender Distribution**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	145	58.0	58.0	58.0
	Female	105	42.0	42.0	100.0
	Total	**250**	**100.0**	**100.0**	

Source: SPSS Output Version 20

Figure: 2: Bar and Histogram Charts of Gender Distribution





The table above shows the descriptive statistic data set on gender distribution of the respondents. However, total of two hundred and fifty (250) employees' responses sampled on selected paint manufacturing firms in River State. The result reveals that one hundred and forty five (145) constituted (80%) of the respondents were Male, while one hundred and five (105) constituted (42%) were Female. The above information is diagrammatically presented in a bar chart and histogram chart for visual inspection with a mean and standard deviation values (1.42 and 0.495) respectively in table figure 4.2 histogram charts. The analysis also shows that there are more male employees' than female in the selected paint manufacturing firms in River State.

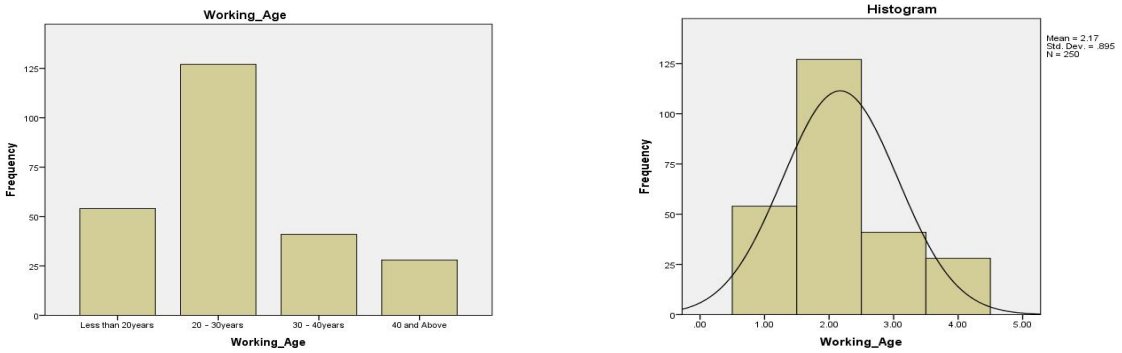
Table 4 **Working Age**

	Frequency	Percent	Valid Percent	Cumulative Percent

	Less than 20years	54	21.6	21.6	21.6
	20 – 30years	127	50.8	50.8	72.4
Valid	30 – 40years	41	16.4	16.4	88.8
	40 and Above	28	11.2	11.2	100.0
	Total	**250**	**100.0**	**100.0**	

Source: SPSS Output Version 20

Figure: 3: Bar and Histogram Charts of Working Age of the Respondents



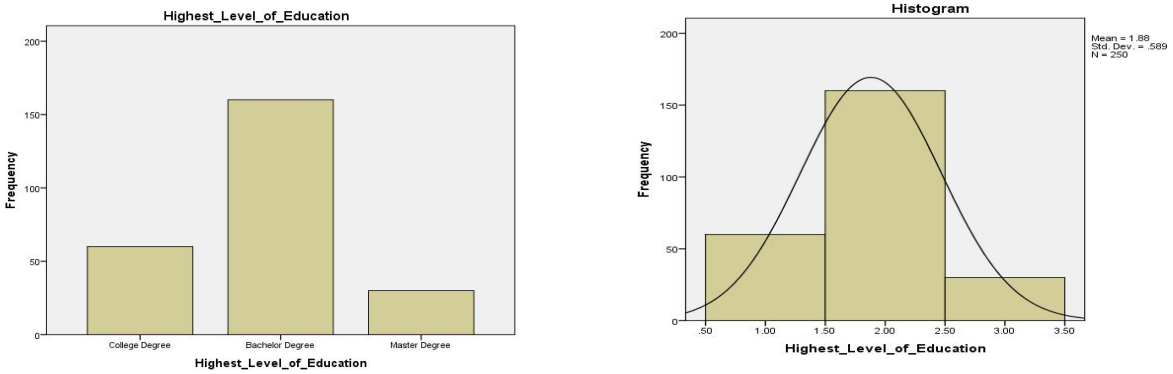
The table above shows the demographic information of the working age of the respondents. The result reveals a valid number of fifty four (54) respondents with a percentage (21.6%) represent less than 20years; a number of one hundred and twenty seven (127) respondents with (50.8%) represent 20 – 30years; forty one sampled respondents(41) with approximately (16.4%) represents 30 – 40years;and lastly twenty eight (28) respondents with approximately (11.2%)of the entire sample population represent 40years and above working age in the selected paint manufacturing firms in River State. The information is presented in a bar and histogram charts for visual inspection with a mean and standard deviation values (2.17 and 0.895) respectively in table figure 4.3 histogram chart.

Table 5 **Highest Level of Education**

		Frequency	Percent	Valid Percent	Cumulative Percent
	College Degree	60	24.0	24.0	24.0
Valid	Bachelor Degree	160	64.0	64.0	88.0
	Master Degree	30	12.0	12.0	100.0
	Total	**250**	**100.0**	**100.0**	

Source: SPSS Output Version 20

Figure: 4. Bar and Histogram Charts on Level of Education of the Respondents



The results in table 5 above shows the descriptive statistics data set on level of education of the respondents. The result reveals a valid number of sixty (60) respondents with a percentage (24%) hold College Degree. One hundred and sixty (160) employees' responses with (64%) hold Bachelor Degree. However, total of thirty (30) employees' responses with a valid percentage (12%) holds Master Degree. The firms hold average intellectual capacity. The information is diagrammatically presented in a bar chart and histogram chart for visual inspection with a mean and standard deviation values (1.88 and 0.589) respectively in table figure 4.4 histogram charts.

Univariate Analysis

This is a technique in evaluating on statistical data. However, the data contains just one variable and does not have to deal with the relationship of a cause and effect. The main objective of the univariate analysis is to describe the data in order to find out the patterns in the data. This is done by looking at the mean, mode, median, standard deviation, and dispersion, etc.

Table 6 Means and Standard Deviation Responses on Capacity Acquisition

S/N	Items	SA 5	A 4	N 3	D 2	SD 1	Total Scale	Total	Mean	Std. Dev.
CA 1	My organization always seeks for the best employees to recruit.	133	76	32	7	2	857	250	3.428	1.632
CA 2	My firm makes capacity development a priority	160	54	15	13	8	937	250	3.748	1.785
CA 3	The employees in my firm understand that the firm values capacity building.	119	92	16	11	12	773	250	3.092	1.472
CA 4	Much investment is put in place for employee capacity acquisition	109	114	9	13	5	721	250	2.884	1.373
CA 5	My firm adapts to flexibly to changes in order to meet up demands.	159	71	8	10	2	916	250	3.664	1.745
CAPACITY ACQUISITION									**3.363**	**1.602**

Source: SPSS Output Version 20

The results in table 6 reveal the descriptive statistics of the mean and standard deviation responses on employees' capacity acquisition measured using five questionnaire items which were designed on a five point Likert scale. Thus, the questionnaire items labeled above and the mean and standard deviation of the five items were calculated to determine the overall mean and standard deviation responses on capacity acquisition. However, the overall mean responses on the questionnaire items represents (**3.363)** shows that employees' capacity acquisition contributes largely to employees' productivity with a standard deviation value (**1.602)** on the selected paint manufacturing firms in River State.

Table 7 Means and Standard Deviation Responses on Capacity Sharing

S/N	Items	SA 5	A 4	N 3	D 2	SD 1	Total Scale	Total	Mean	Std. Dev.
CS1	Capacity sharing method in my firm helps to improve efficient resource allocation.	147	85	9	6	3	866	250	3.464	1.649
CS2	Information is share in my firm due to their valuable	142	92	2	12	2	838	250	3.352	1.596

	essence.									
CS3	Capacity sharing helps in alleviating shortage of capacity	156	78	1	8	7	888	250	3.552	1.691
CS4	It provides an effective way to optimize decisions.	112	117	18	3	0	741	250	2.964	1.411
CS5	Capacity sharing helps to brings about division of labor in my firm.	149	91	7	2	1	866	250	3.464	1.649
CAPACITY SHARING									**3.359**	**1.599**

Source: SPSS Output Version 20

The results in table 7 reveal the descriptive statistics of the mean and standard deviation responses on employees' capacity sharing measured using five questionnaire items which were designed on a five point Likert scale. The questionnaire items labeled above and the mean and standard deviation of the five items were computed to ascertain the overall mean and standard deviation responses on capacity sharing. However, the overall mean and standard deviation responses on the questionnaire items on capacity sharing unveils (**3.359)**and (**1.599)**respectively indicates that employees' capacity sharing has significant effect on employees' productivity on the selected paint manufacturing firms in River State.

Table 8 Means and Standard Deviation Responses on Training

S/N	Items	SA 5	A 4	N 3	D 2	SD 1	Total Scale	Total	Mean	Std. Dev.
T1	Training programs enhances employees' productivity in my firm.	131	109	2	1	7	783	250	3.132	1.491
T2	On the job and off the job training are recognized in my firm.	143	90	6	5	6	843	250	3.372	1.606
T3	My skill and knowledge is sharpened because of consistent training in my firm.	116	99	24	2	9	768	250	3.072	1.463
T4	My firm gives priority of training to it employees	129	110	2	7	2	781	250	3.124	1.488
T5	My firm offers the necessary training to do my job.	118	75	28	19	10	801	250	3.204	1.525
TRAINING									**3.181**	**1.513**

Source: SPSS Output Version 20

The table above reveals the descriptive statistics of the mean and standard deviation responses on employees' training which was measured using five questionnaire items that were designed on a five point Likert scale. The questionnaire items labeled above and the mean and standard deviation values of the five items were computed to ascertain the overall mean and standard deviation responses on employees' training. However, the overall mean and standard deviation responses on the questionnaire items on employees' training unveils (**3.181)**and (**1.513)**respectively indicates that employees' training has significant effect on employees' productivity on the selected paint manufacturing firms in River State.

Table 9: Means and Standard Deviation Responses on Waste Minimization

S/N	Items	SA 5	A 4	N 3	D 2	SD 1	Total Scale	Total	Mean	Std. Dev.
WZ1	Zero error operation is	140	81	11	6	12	842	250	3.368	1.604

	recognized									
WZ2	I effectively utilize the resources given to me to minimize wastage.	148	88	4	8	2	862	250	3.448	1.642
WZ3	I am working harder to minimize waste while performing my task	131	108	8	3	0	797	250	3.188	1.518
WZ4	Optimizing of resources is highly recognized	134	87	22	7		841	250	3.364	1.602
WZ5	My firm doesn't encourage wastage of materials in the course of performing assigned duties.	145	98	0	3	4	837	250	3.348	1.594
WASTE MINIMIZATION									**3.343**	**1.592**

Source: SPSS Output Version 20

The table above reveals the descriptive statistics of the mean and standard deviation responses on employees' waste minimization which was measured using five questionnaire items that were designed on a five point Likert scale. The questionnaire items labeled above and the mean and standard deviation values of the five items were evaluated to ascertain the overall mean and standard deviation responses on employees' waste minimization. However, the overall mean and standard deviation responses on the questionnaire items on employees' waste minimization discovers (**3.343)**and (**1.592)**respectively indicates that employees' waste minimization has significant effect on employees' productivity on the selected paint manufacturing firms in River State.

Table 10 Means and Standard Deviation Responses on Organizational Culture

S/N	Items	SA 5	A 4	N 3	D 2	SD 1	Total Scale	Total	Mean	Std. Dev.
OC 1	The organization has clear mission that gives meaning and direction to employee's performances.	149	75	16	7	3	889	250	3.556	1.693
OC 2	Cooperation across departments or functions is highly encouraged that build efficient organizational reputation	125	88	26	8	3	814	250	3.256	1.550
OC 3	My organization is flexible in its approach to management. The employees are highly committed to the success of the organization.	128	98	11	5	8	793	250	3.172	1.510
OC 4	We have a unique culture that encourages the growth of our firm	189	39	15	7	0	1047	250	4.188	1.994
OC 5	Our firm values employee productivity to the growth of the firm.	98	13 8	9	4	1	668	250	2.672	1.272
ORGANIZATIONAL CULTURE									**3.367**	**1.604**

Source: SPSS Output Version 20

The table above reveals the descriptive statistics of the mean and standard deviation responses on organizational culture which was measured using five questionnaire items that were designed on a five point Likert scale. The questionnaire items labeled above and the mean and standard deviation values of the five items were evaluated to ascertain the overall mean and standard

deviation responses on organizational culture. However, the overall mean and standard deviation responses on the questionnaire items on organizational culture discovers (**3.367)**and (**1.604)**respectively indicates that organizational culture has significant effect on employees' productivity on the selected paint manufacturing firms in River State.

Bivariate (Correlation) Analysis

According to Chigozie et al (2018), bivariate analysis shows the relationship between two variables. This analysis is important because it paired data series of the dependent and independent variables in a correlation analysis, the degree and direction of theoretical relationships were observed quantitatively. Thus, it enhanced the empirical validation of hypothesized relationships. The bivariate correlation analysis is conceptualized as the evaluation of the degree and direction of relationships between pairs of data series. The tool of analysis here is Spearman rank order correlation coefficient. Usually, the coefficient ranges between 0 and ±1.0 and is interpreted to be direct relationship if it is positive, and indirect or negative relationship if otherwise. The absolute numerical value is used to indicate the degree of relationship, using 5% level of significance as the threshold. To ascertain the degree of significance of the relationship, the *t-values* and related probability values of the coefficients were computed and presented as well.

Test of Hypothesis One

The Decision Rule: Reject the null hypothesis (H_{O1}) if the sig probability value is less than 0.05 alpha levels; otherwise accepted the alternate hypotheses if the sig probability value is greater than 0.05 alpha levels.

Statement of Hypothesis: There is no significant relationship between capacity acquisition and waste minimization of paint manufacturing firms in Port Harcourt, Rivers State.

Table 11 Spearman Order Correlation between Capacity Acquisition and Waste Minimization of Paint Manufacturing Firms in Port Harcourt, Rivers State.

Correlations			Capacity Acquisition	Waste Minimization
Spearman's rho	Capacity Acquisition	Correlation Coefficient	1.000	.905**
		Sig. (2-tailed)	.	.000
		N	250	250
	Waste Minimization	Correlation Coefficient	.905**	1.000
		Sig. (2-tailed)	.000	.
		N	250	250

**. Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Output Version 20

The result in table 11 demonstrated the analysis Spearman rank order correlation coefficient rho(R = 0.905**) between employees' capacity acquisition and waste minimization of paint manufacturing firms in Port Harcourt, Rivers State is very strong and positive. The significant value 0.000^b (P<0.01) reveals a significant relationship. Furthermore, based on the results, the null hypothesis was rejected. Therefore, there is a very strong positive and significant relationship between employees' capacity acquisition and waste minimization of paint manufacturing firms in Port Harcourt, Rivers State.

Test of Hypothesis Two

Statement of Hypothesis: There is no significant relationship between capacity sharing and waste minimization of paint manufacturing firms in Port Harcourt, Rivers State.

Table 12 Spearman Rank Order Correlation between Capacity Sharing and Waste Minimization of Paint Manufacturing Firms in Port Harcourt, Rivers State.

Correlations			Capacity Sharing	Waste Minimization
Spearman's rho	Capacity Sharing	Correlation Coefficient	1.000	.611**
		Sig. (2-tailed)	.	.000
		N	250	250
	Waste Minimization	Correlation Coefficient	.611**	1.000
		Sig. (2-tailed)	.000	.
		N	250	250

**. Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Output Version 20

The result in table 12 demonstrated the analysis Spearman rank ordercorrelationcoefficient rho (R = 0.611**) between employees' capacity sharing and waste Minimization of paint manufacturing firms in Port Harcourt, Rivers State is strong and positive. The significant value 0.000[b] (P<0.01) reveals a significant relationship. Furthermore, based on the results, the null hypothesis was rejected. Therefore, there is a strong positive and significant relationship between capacity sharing and waste minimization of paint manufacturing firms in Port Harcourt, Rivers State.

Test of Hypothesis Three

Statement of Hypothesis: There is no significant relationship between training and waste minimization paint manufacturing firms in Port Harcourt, Rivers State.

Table 13 Spearman Rank Order Correlation between Training and Waste Minimization of Paint Manufacturing Firms in Port Harcourt, Rivers State.

Correlations			Training	Waste Minimization
Spearman's rho	Capacity Sharing	Correlation Coefficient	1.000	.884**
		Sig. (2-tailed)	.	.000
		N	250	250
	Waste Minimization	Correlation Coefficient	.884**	1.000
		Sig. (2-tailed)	.000	.
		N	250	250

**. Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Output Version 20

The result in table 13 demonstrated the analysis Spearman rank order correlation coefficient rho (R = 0.884**) between employees' training and waste minimization of paint manufacturing firms in Port Harcourt, Rivers State is very strong and positive. The significant value 0.000[b] (P<0.01) reveals a significant relationship. Furthermore, based on the results, the null hypothesis was rejected. Therefore, there is a very strong positive and significant relationship between training and waste minimization of paint manufacturing firms in Port Harcourt, Rivers State.

Test of Hypotheses Four

Statement of Hypothesis: There is no moderating relationship of organizational culture on capacity building strategies and employee productivity of paint manufacturing firms in Port Harcourt, Rivers State.

Table 14: Partial Correlation of Organizational Culture Moderating the Relationship Between Capacity building strategies and Employees Productivity of Paint Manufacturing Firms in Port Harcourt, Rivers State.

Control Variables			Capacity building strategies	Employee Productivity
Organizational Culture	Capacity building strategies	Correlation	1.000	.751
		Significance (2-tailed)	.	.000
		Df	0	250
	Employee Productivity	Correlation	.751	1.000
		Significance (2-tailed)	.000	.
		Df	142	0

**. Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Output Version 20

From table 14 above shows the partial correlation coefficient (R = 0.751**) of organizational culture moderating the relationship between capacity building strategiesand employee productivity on paint manufacturing firms in Port Harcourt, Rivers State is positive and strong. The significant value 0.000[b] (P<0.01) with degree of freedom (250) discovers a significant relationship. However, based on the results, the null hypothesis was rejected. Therefore, there is a strong positive and significant moderating relationship of organizational culture oncapacity building strategies and employee productivity on paint manufacturing firms in Port Harcourt, Rivers State.

Table 15 Results Summary of Hypotheses Analysis

S/N	Statement of Hypothesis	R-Value P -Value	Decision	Comment	Congruency Authors
Ho_1	There is no significant relationship between capacity acquisition and waste minimization of paint manufacturing firms in Port Harcourt, Rivers State.	0.905** 0.000[b]	Very Strong (+) Relationship	Significant	Sorensen, (2012), Malalu & Ogbuabor (2013), Oyinlola & Adeyemi (2014)
Ho_2	There is no significant relationship between capacity sharing and waste minimization of paint manufacturing firms in Port Harcourt, Rivers State.	0.611** 0.000[b]	Strong (+) Relationship	Significant	Nassazi (2013) Wassen, et al (2019
Ho_3	There is no significant relationship between training and waste minimization paint manufacturing firms in Port Harcourt, Rivers State.	0.884** 0.000[b]	Very Strong (+) Relationship	Significant	Adiele and Jide (2017); Agunya (2015);
Ho_4	There is no moderating relationship of organizational culture on capacity building strategies and employee	0.751 0.000[b]	Strong (+) Relationship	Significant	Denison, (2016); Yourig & Worchel (2008); Goleinan (2015),

	productivity of paint manufacturing firms in Port Harcourt, Rivers State.				

Source: Compiled by the Researcher, 2024

Discussion of Findings

The objective of the study was to establish the relationship between capacity building strategies and employee productivity of paint manufacturing firms in Port Harcourt, Rivers State. However, based on the analysis carried out above as observed in hypothesis (1) to (4) tested, the following discussions are hereby made:

The Link Between Capacity Acquisition and Waste Minimization

The result in table 11 demonstrated the analysis Spearman rank order correlation coefficient rho ($R = 0.905^{**}$) between employees' capacity acquisition and waste minimization of paint manufacturing firms in Port Harcourt, Rivers State is very strong and positive. The significant value 0.000^{b} ($P<0.01$) reveals a significant relationship. Furthermore, based on the results, the null hypothesis was rejected. Therefore, there is a very strong positive and significant relationship between employees' capacity acquisition and waste minimization of paint manufacturing firms in Port Harcourt, Rivers State. The empirical findings of this study are in consonance with the research studies investigated by Anosa, (2020), Festus & Albert, (2020), Sorensen, (2012), Malalu & Ogbuabor (2013), Oyinlola & Adeyemi (2014) and Ojokuku & Adejare (2014) investigated capacity acquisition techniques and performance of deposit money banks in River State. Their research investigations shows a significant and positive relationship between employees' capacity acquisition and waste minimization of paint manufacturing firms in Port Harcourt, Rivers State. The study ascertains that capacity acquisition is an effectiveness and efficiency capacity building technique in increasing employee productivity in an organization (Igbaekemen, 2014).

The Link Between Capacity Sharing and Waste Minimization

The result in table 12 demonstrated the analysis Spearman rank order correlation coefficient rho ($R = 0.611^{**}$) between employees' capacity sharing and waste Minimization of paint manufacturing firms in Port Harcourt, Rivers State is strong and positive. The significant value 0.000^{b} ($P<0.01$) reveals a significant relationship. Furthermore, based on the results, the null hypothesis was rejected. Therefore, there is a strong positive and significant relationship between capacity sharing and waste minimization of paint manufacturing firms in Port Harcourt, Rivers State. The empirical findings of this study are in conformance with Connolly & York (2012), Nassazi (2013) Wassen, et al (2019); Chigozie et al (2018),Pollyn (2018), Millar & Doherty (2016), Gunu, et al, (2013), Agunya (2015), and Dialoke, et al, (2016). The empirical evidence of these studies unveiled a strong positive and significant relationship between capacity sharing and waste minimization of paint manufacturing firms in Port Harcourt, Rivers State.

The Establishment Between Training and Waste Minimization

The result in table 13 demonstrated the analysis Spearman rank order correlation coefficient rho ($R = 0.884^{**}$) between employees' training and waste minimization of paint manufacturing firms in Port Harcourt, Rivers State is very strong and positive. The significant value 0.000^{b} ($P<0.01$) reveals a significant relationship. Furthermore, based on the results, the null hypothesis was rejected. Therefore, there is a very strong positive and significant relationship between training and waste minimization of paint manufacturing firms in Port Harcourt, Rivers State. The empirical findings of this study are in conformity with Adiele and Jide (2017); Agunya (2015); Oyinlola and Adeyemi (2014); Gunu, et al, (2013); Malalu and Ogbuabor (2013); Nassazi (2013); Oyinlola & Adeyemi (2014); Ojokuku & Adejare (2014), Wanyama & Mutsotso (2010), Turken, et al, (2017), Bartol & Zhang, (2007) whose research findings also shows that capacity building strategies

(employee training) and waste minimizationhas a positive and significant relationship. Thus, it was conclude that there is a strong positive and significant relationship between training and waste minimization of paint manufacturing firms in Port Harcourt, Rivers State.

The Establishment of Organizational Culture Moderating the Relationship Between Capacity building strategies and Employees Productivity

From table 14 above shows the partial correlation coefficient ($R = 0.751^{**}$) of organizational culture moderating the relationship between capacity building strategies and employee productivity on paint manufacturing firms in Port Harcourt, Rivers State is positive and strong. The significant value 0.000^{b} ($P<0.01$) with degree of freedom (250) discovers a significant relationship. However, based on the results, the null hypothesis was rejected. Therefore, there is a strong positive and significant moderating relationship of organizational culture on capacity building strategies and employee productivity on paint manufacturing firms in Port Harcourt, Rivers State. The empirical findings of this study are in consonance with Denison, (2016); Armstrong & Taylor (2014), Yourig & Worchel (2008); Goleinan (2015), Harteis (2012); and Byrd, (2007). These studies examined the moderating impact of organizational culture on employee productivity. Ordinary least square (OLS) simple regression and partial correlation method of analysis was employed. The empirical evidence reveals that there is a strong positive and significant moderating relationship of organizational culture on capacity building strategies and employee productivity on paint manufacturing firms in Port Harcourt, Rivers State.

CONCLUSIONS

This study was aimed to establish the relationship between capacity building strategies and employees' productivity of nineteen (19) selected paint manufacturing firms in River State. However, based on the findings of the study, the following conclusions were made:

1) The study also ascertained that capacity acquisition can significantly affect waste minimization on the selected nineteen (19) paint manufacturing firms in River State.
2) The study concludes that capacity sharing has a positive relationship and can significantly improve employees' productivity in form of waste minimization on the selected nineteen (19) paint manufacturing firms in River State.
3) The study concludes that capacity building technique (employees' training) positively influence employees' productivity as it regards to waste minimization on the selected nineteen (19) paint manufacturing firms in River State.
4) That, organizational culture is a positive significant moderator between capacity building strategies and employees' productivity on the selected nineteen (19) paint manufacturing firms in River State.

RECOMMENDATIONS

Based on the findings and conclusions drawn from the study, the following recommendations were hereby suggested:

1. The study recommends that management should develop procedures for assessing and handling human capacity building. The employees' main areas of responsibility must be structured according to their training, skills, expertise, experience and field of interest.
2. The study recommended that management should give greater attention to capacity building strategies such as (capacity acquisition, capacity sharing, and training) for better employees' productivity in Paint Manufacturing firms in River State.
3. The management of Paint manufacturing firms should crave the commitment of employees' as a work team to enhance productivity. The management should be fair to their employees trustworthy and show concern for their employees so as to build employees capacity, skills sharing ability, and training worth wholeness in the workplace.

4. The study recommends that management should address employees' satisfaction, health, and morale in order to maintain high workers' productivity whereby create a conducive working environment for its employees' and highly held in high esteem since they ate driving force of the firms.

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