
Research

Efficacy of Training and Development on Employee Organizational Relationship and Social Capital Building in Nigeria Custom Service, Kwara State Chapter

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Abstract: This study investigates the efficacy of Training and Development (T&D) programs in enhancing Employee Organizational Relationship (EOR) and building Social Capital within the Nigeria Customs Service (NCS), Kwara State Chapter. Against a backdrop of public sector demands for efficiency and reform, the research addresses the gap between T&D investments and their socio-relational outcomes. Utilizing a survey research design, data were collected from a sample of 278 officers using a structured questionnaire. Regression analysis was employed to test the hypothesized relationships. The findings reveal a significant positive effect of T&D on both EOR ($R^2 = 0.479$, $p < 0.001$) and Social Capital building ($R^2 = 0.345$, $p < 0.001$). This indicates that structured T&D initiatives substantially improve trust, commitment, and perceived organizational support while simultaneously strengthening interpersonal networks, inter-departmental collaboration, and shared professional identity. The study concludes that T&D transcends mere skill acquisition, serving as a critical strategic tool for fostering organizational cohesion and collaborative efficacy. It recommends the adoption of a sustained, dual-outcome T&D policy, the design of integrative and cross-functional training programs, and the establishment of relational metrics to evaluate T&D impact, thereby enabling the NCS to cultivate a more effective and resilient workforce for enhanced service delivery.

Keywords: Organizational Relationship, social capital building, Training and Development, Customs Service.

Introduction

Strategic human resource development has become crucial in today's public sector environment, which is marked by demands for increased efficiency, transparency, and citizen-centric service. For law enforcement and revenue agencies like the Nigeria Customs

Service (NCS), these pressures are acutely felt amidst challenges of smuggling, trade facilitation, and evolving economic policies. The effectiveness of such organisations is fundamentally tied to the competence, commitment, and relational networks of their personnel. As a result, structured training and development (T&D) interventions are promoted as essential mechanisms for influencing institutional culture and organisational behaviour in addition to being tools for skill acquisition. The psychological contract and strong intra-organisational relationships are the cornerstones of operational cohesion, and the implementation of reform, and emerging research from around the world indicates that effective T&D goes beyond technical proficiency (Aguinis & Kraiger, 2009; Noe et al., 2022). However, converting training expenditures into observable gains in employee relationships and systemic social capital in Nigeria's public sector continues to be a major, unexplored challenge.

As a crucial organisation for both economic growth and national security, the Nigeria Customs Service has undergone a number of reform initiatives, frequently with significant investments in staff training programmes. Despite these efforts, problems including procedural inefficiencies, interdepartmental silos, and sporadic complaints of low morale point to possible gaps between training inputs and relational results. This gap underscores the need to investigate T&D beyond its conventional Return on Investment (ROI) metrics and explore its socio-relational impact.

Social capital, comprising the relational networks, shared values, trust, and mutual cooperation within an organisation, is now widely regarded as a critical intangible resource. It promotes the exchange of knowledge, drives innovation, and enables coordinated efforts (Nahapiet & Ghoshal, 1998; Akobo, 2021). For a complex and geographically spread organisation such as the NCS, developing this form of capital is crucial to effectively combat illicit trade and to cultivate an environment of integrity and teamwork. This study, therefore, seeks to critically examine the efficacy of training and development programmes in enhancing the Employee Organisational Relationship (EOR) and building social capital within the Nigeria Customs Service. The Employee Organisational Relationship, encompassing elements of perceived organisational support, commitment, and trust, represents the qualitative bond between the institution and its personnel. We posit that T&D, when strategically designed and implemented, can significantly strengthen this bond by signalling organisational investment in employees, aligning individual goals with institutional mandates, and creating shared experiences that build mutual understanding.

Furthermore, training forums act as critical "collision points" where officers from different units, ranks, and regions interact, potentially breaking down hierarchical and departmental barriers and fostering the trust and networks that constitute social capital (Putnam, 2000; Salami, 2022).

The investigation is both timely and crucial for several reasons. First, it aligns with the current federal government's agenda for public service transformation and the NCS's own modernisation drive, notably encapsulated in its ongoing reform programmes. Second, it addresses a theoretical gap in the Nigerian context by linking HRD practices directly to relational and social capital outcomes within a security-oriented public institution. By employing a mixed-methods approach, this research will assess the perceptions of customs officers regarding the relational impact of T&D initiatives and analyse the structural and cognitive dimensions of social capital that arise from these interventions. The findings are expected to provide evidence-based recommendations for policymakers and the NCS management to redesign T&D frameworks that are not only competency-based but are also deliberately engineered to cultivate a more cohesive, trusting, and collaboratively effective organisation, thereby enhancing overall service delivery and national interest.

Objective of the study

- i. Examine the effect of training and development on employee organisational relationships in Nigeria Custom Service.
- ii. Identify the effect of training and development on social capital building in the Nigeria Customs Service.

Hypotheses

H₁: Training and development have a significant effect on employee organisational relationships in the Nigeria Customs Service.

H₂: Training and development significantly enhance social capital building among Nigeria Customs Service employees.

LITERATURE REVIEW

Concept of Training and Development

Training and Development (T&D) refers to systematic processes aimed at enhancing employees' skills, knowledge, and competencies to improve current job performance and prepare for future roles. In organisational contexts, T&D encompasses formal programmes, on-the-job training, workshops, and continuous learning initiatives designed to align individual capabilities with organisational goals. In public sector

institutions like the Nigeria Customs Service (NCS), T&D is crucial for adapting to technological advancements, regulatory changes, and evolving security challenges. Modern approaches emphasise not only technical proficiency but also soft skills, ethical conduct, and leadership development. As noted by Aguinis and Kraiger (2009), effective T&D fosters a learning culture, which is foundational for organisational adaptability and growth. For the Kwara State Chapter of the NCS, T&D initiatives may include capacity-building programmes on customs procedures, anti-smuggling tactics, and public relations, all aimed at enhancing service delivery and operational efficiency.

The efficacy of T&D significantly influences the employee-organisational relationship by boosting job satisfaction, commitment, and trust. When employees perceive investment in their growth, as seen in tailored NCS programmes, they are more likely to develop organisational citizenship behaviours and reduce turnover intentions. According to social exchange theory, T&D acts as a reciprocal mechanism, strengthening psychological contracts between staff and the organisation. Furthermore, T&D directly contributes to social capital building by fostering networks, collaboration, and shared norms among employees. In the Kwara State NCS, structured training sessions create platforms for interpersonal interactions across ranks and units, enhancing relational ties and collective problem-solving abilities. A study by Nahapiet and Ghoshal (1998) underscores that social capital, built through repeated interactions and trust, is vital for knowledge sharing and innovation in public agencies. Recent research in Nigerian public institutions confirms that T&D interventions improve cohesion and information flow, essential for combating corruption and improving transparency (Olakotan & Omonona, 2020).

In the Kwara State Chapter of the Nigeria Customs Service, the implementation of T&D faces unique challenges, including limited funding, logistical constraints, and occasional resistance to change within bureaucratic structures. However, when effectively executed, T&D programmes have shown positive outcomes. For instance, recent anti-smuggling and trade facilitation workshops have improved inter-departmental coordination and community engagement, bolstering social capital both internally and with stakeholders. Empirical studies highlight that NCS reforms, such as the Nigeria Customs Service Corporate Strategic Plan 2021-2025, prioritise T&D to enhance professionalism and public trust. Specific to Kwara State, localised training on border management and stakeholder collaboration has strengthened networks with local businesses and security agencies, facilitating intelligence sharing and operational synergy (Suleiman & Bello,

2022). To maximise efficacy, recommendations include integrating technology-driven learning, fostering mentorship programmes, and aligning T&D objectives with broader national goals for customs modernisation.



This diagram illustrates interconnected concepts central to organisational and personal effectiveness, linking types of behaviours and the study of behaviour to key application areas such as team building, personality development, training and development, soft skills, and product branding. It visually suggests that understanding behaviour is foundational, influencing how teams are formed, how individuals grow, how skills are cultivated through training, and even how products are marketed, implying that insights from behavioural study are crucial across human resources, leadership, and business strategy.

Concept of Organisational Relationship

Organisational relationships refer to the formal and informal networks, interactions, and bonds that exist within an organisation, shaping communication, trust, and collaboration. In the context of the Nigeria Customs Service (NCS), Kwara State Chapter, these relationships are pivotal for operational cohesion and goal attainment. Training and development programmes are theorised to enhance these relationships by equipping employees with not only technical skills but also interpersonal and communicative competencies. According to social exchange theory (Blau, 1964), effective training fosters

reciprocal trust and commitment, as employees perceive organisational investment in their growth. This, in turn, strengthens relational ties, forming the bedrock for improved efficacy in customs operations, where coordination and shared understanding are critical for enforcement, revenue collection, and trade facilitation.

The efficacy of training and development directly influences employee-organisational relationships (EOR) by enhancing job satisfaction, organisational commitment, and perceived organisational support (Eisenberger et al., 1986). In the Nigeria Customs Service, Kwara State, structured training such as workshops on ethics, compliance, and inter-agency collaboration can mitigate bureaucratic silos and foster a sense of shared purpose. Furthermore, training acts as a catalyst for social capital building, defined as the resources embedded within networks of mutual acquaintance (Nahapiet & Ghoshal, 1998). Through collaborative training activities, employees develop relational bonds (bonding social capital) and cross-unit connections (bridging social capital), which are essential for knowledge sharing and innovation. In a service-oriented agency like the NCS, such social capital enhances information flow and collective problem-solving, crucial for addressing smuggling and corruption challenges in Kwara State.

Despite the potential benefits, the Nigeria Customs Service in Kwara State may face constraints in training efficacy, including limited resources, inconsistent programme implementation, and socio-cultural dynamics that affect relationship building. To optimise organisational relationships and social capital, it is recommended that training programmes incorporate participatory and experiential learning methods, such as simulations and team-based projects, to strengthen interpersonal networks. Additionally, aligning training content with local operational contexts like border community relations can enhance relevance and trust. Continuous evaluation of training outcomes, using metrics from studies like Arthur et al. (2003) on training effectiveness, is vital to ensure sustainable impact. By prioritising relationship-centric training, the NCS Kwara State Chapter can bolster both its internal cohesion and external stakeholder engagement, ultimately advancing its mandate in the region.

Concept of social capital building

Social capital building refers to the development of networks, relationships, and norms of trust and reciprocity within an organisation or community, which facilitate cooperation and collective action. In the context of the Nigeria Customs Service, Kwara State Chapter, social capital is crucial for enhancing inter-departmental collaboration,

information sharing, and collective problem-solving, particularly in a regulatory agency where coordination is essential for effective revenue collection, anti-smuggling operations, and trade facilitation. Training and development programmes are a primary mechanism for building this social capital, as structured interactions during workshops, simulations, and team-based learning activities foster trust, shared understandings, and stronger relational ties among officers. According to recent studies, when training is designed to promote interaction and collective goals rather than solely individual competency, it strengthens both bonding social capital (ties within teams) and bridging social capital (connections across units or hierarchies), thereby improving overall organisational cohesion (Adler & Kwon, 2019; Opute et al., 2021).

The efficacy of training and development in strengthening employee-organisational relationships and social capital within the Nigeria Customs Service, Kwara State, hinges on how well programmes align with both operational demands and relational dynamics. Effective training that emphasises ethical conduct, communication skills, and collaborative practices can enhance officers' sense of organisational support and commitment, thereby fostering positive employee-organisational relationships (EOR). Research in Nigerian public sector organisations indicates that when employees perceive training as relevant and supportive, it boosts job satisfaction, organisational trust, and citizenship behaviours, key antecedents to social capital development (Ogunnaike et al., 2020). In Kwara State's customs operations, where challenges such as inter-agency coordination and community engagement are persistent, training that builds relational competencies can translate into more effective networks both internally and with stakeholders like traders and border communities, ultimately enhancing service delivery and compliance (Ibrahim & Mohammed, 2022).

However, the realisation of these benefits in the Nigeria Customs Service, Kwara State Chapter, may be constrained by systemic issues such as inadequate training funding, uneven implementation, or a traditionally hierarchical culture that may limit open communication and trust. To optimise training for social capital and relationship outcomes, recent literature suggests adopting continuous and participatory learning approaches, including mentorship programmes, cross-functional project teams, and post-training reinforcement activities that sustain network building (Okon & Akpoviro, 2023). Furthermore, incorporating technology-enabled collaborative platforms can extend social capital development beyond physical training sessions. Ultimately, for the Kwara State

Customs Command, strategically aligning training with social capital objectives can enhance organisational resilience, reduce operational friction, and improve both internal morale and external stakeholder relations, contributing to national revenue and security goals (Nwoke & Onyema, 2022).

Theoretical review

Human Capital Theory

Human Capital Theory (HCT), pioneered by Becker (1964) and Schultz (1961), posits that investments in employee education and training yield economic returns through enhanced productivity and skills. In the context of the Nigeria Customs Service (NCS), Kwara State Chapter, this theory underscores the strategic importance of training and development (T&D) programmes. When the organisation invests in tailored training, such as modern cargo clearance procedures, anti-smuggling techniques, and ethical compliance, it directly augments the human capital of its officers. According to recent studies, effective T&D in Nigerian public sector organisations like the NCS fosters not only individual competence but also strengthens the employee-organisational relationship by enhancing job satisfaction, commitment, and perceived organisational support (Agu & Okey, 2022; Opawole et al., 2023). This alignment between employee growth and organisational goals is critical in a service-oriented agency where operational efficiency and integrity are paramount.

Beyond individual skill acquisition, HCT through T&D serves as a catalyst for social capital building within the Kwara State Customs Command. Social capital, defined as the networks, trust, and norms that facilitate collective action (Putnam, 2000), is cultivated when structured training promotes collaboration, knowledge sharing, and inter-departmental cohesion. For instance, joint training sessions on stakeholder engagement (e.g., with border communities and other security agencies) enhance relational ties and foster a shared identity among officers. Recent research on Nigerian public institutions indicates that T&D initiatives that include team-based learning and mentorship programmes significantly boost internal social capital, leading to improved information flow, innovation, and cooperative problem-solving (Akinbode & Alabi, 2023; Suleiman & Mohammad, 2024). In the NCS, this is vital for combating smuggling and corruption, as strong internal networks reinforce accountability and mutual support.

However, the efficacy of T&D in translating human capital into stronger organisational relationships and social capital in the NCS, Kwara State, is moderated by

systemic challenges. These include inadequate funding for continuous training, bureaucratic delays in implementation, and occasional misalignment of training content with on-ground operational realities (Olatunji & Salami, 2023). To optimise outcomes, the command must adopt a holistic approach, integrating technology-driven training (e.g., simulations on Nigeria's new e-Customs platform) and fostering a culture of continuous learning. Empirical evidence suggests that when T&D is systematically evaluated and linked to career progression, it reinforces both structural and cognitive social capital, thereby enhancing organisational resilience (Ibrahim & Okeke, 2024). Therefore, for the Kwara State Customs, leveraging HCT through sustained, context-relevant T&D is not merely an operational function but a strategic imperative for building trust, cohesion, and long-term organisational effectiveness in Nigeria's dynamic security and economic landscape.

Social Capital Theory

Social Capital Theory (SCT), as articulated by Putnam (2000) and refined by Nahapiet and Ghoshal (1998), posits that value is embedded within networks of relationships, characterised by trust, reciprocity, and shared norms. In the context of the Nigeria Customs Service (NCS), Kwara State Chapter, the efficacy of training and development programmes can be significantly enhanced through this theoretical lens. Structured training that incorporates collaborative problem-solving, cross-departmental projects, and mentorship not only imparts technical skills but also actively builds relational and cognitive social capital. This process strengthens the employee-organisational relationship by fostering a sense of belonging and shared purpose, moving beyond transactional interactions to build communal bonds and institutional trust (Olanrewaju et al., 2023). When employees perceive the organisation as investing in their holistic growth, including their network and social standing, their affective commitment and engagement are deepened.

The application of SCT within the Kwara State Customs Service suggests that training interventions should be designed as social processes. Programs that facilitate interaction, such as team-based simulations of clearance procedures or community engagement workshops, can bridge structural holes between units and hierarchies. These build bridging and bonding social capital, which is crucial for operational efficiency in a regulatory agency. According to a recent study on Nigerian public sector organisations, the social capital generated through such integrative development activities directly correlates with improved knowledge sharing, reduced inter-departmental conflict, and enhanced

cooperative compliance among officers (Adegbuyi & Akinyele, 2022). Consequently, the efficacy of training is measured not just by skill acquisition but by its success in weaving a stronger, more cohesive social fabric within the service, which in turn reinforces positive organisational citizenship behaviours.

However, the Nigerian public sector context, including the Customs Service, presents unique challenges such as entrenched hierarchies and occasional mistrust, which can act as barriers to social capital formation. Therefore, for training to be fully efficacious in Kwara State, it must be deliberately aligned with SCT principles to dismantle these barriers. This requires a shift from sporadic, lecture-based training to sustained, interactive, and inclusive development platforms that are supported by leadership. As noted in contemporary research, the sustainability of social capital in Nigerian governmental agencies hinges on institutionalising practices that reward collaboration and transparent communication, thereby cementing the link between employee development, robust organisational relationships, and long-term social capital reserves (Musa & Oni, 2024). Ultimately, leveraging Social Capital Theory transforms training from a routine administrative function into a strategic tool for building a more resilient and effective Customs Service in Kwara State.

Empirical Review

An empirical study within Nigerian public sector organisations underscores a significant, positive correlation between structured training programmes and enhanced employee organisational relationships. Studies such as those by Opute et al. (2021) on Nigerian public institutions found that capacity-building initiatives directly improve affective commitment and reduce turnover intentions by fostering perceived organisational support. Similarly, Ezeani et al. (2022), in a study of federal agencies, concluded that targeted training in communication and ethics strengthens relational contracts between employees and management, building trust and procedural justice. These findings are corroborated by meta-analyses like that of Okeke and Nwakoby (2020), which argued that in the Nigerian context, development programmes are crucial for mitigating the "we versus them" mentality often prevalent in bureaucratic settings, thereby directly influencing the psychological contract and organisational citizenship behaviour.

Adeyemi and Itheme (2023) on border management agencies in Southwest Nigeria demonstrated that inter-departmental training simulations and workshops significantly increased bonding social capital within teams and bridging social capital across units,

improving information sharing and collaborative enforcement. Specific to the Nigeria Customs Service, a national study by Suleiman and Bello (2022) identified that technical and integrity training enhanced shared professional identity and collective efficacy, which are core components of cognitive social capital. However, the study noted regional variations, indicating that local organisational culture, such as that in state chapters, can moderate these outcomes, suggesting a need for location-specific investigations.

Methodology

The study conducted survey research to collect data from 1,000 officers of the Nigeria Customs Service, Kwara State branch, using a convenience sampling technique. To collect data from respondents, a structured questionnaire with a five-point Likert scale titled "Efficacy of Training and Development on Employee Organisational Relationship and Social Capital Building in the Nigeria Customs Service" (ETDEORSCBNCS) was used to validate the reliability of the variables utilised in the study, with Cronbach's Alpha. According to Morgan's research advisor, a population of 1,000 can yield a sample size of 278 with a 95% confidence level and a 0.05 error term. The data were analysed using both regression and inferential statistics.

Result Presentation

TEST OF HYPOTHESES

H₁: Training and development have a significant effect on employee organisational relationships in the Nigeria Customs Service.

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.692 ^a	.479	.477	1.984	.479	253.405	1	276	.000

a. Predictors: (Constant), Training and Development

This regression analysis demonstrates a moderately strong relationship between the independent variable, Training and Development, and the dependent variable, as indicated by an R value of 0.692. The R Square value of 0.479 reveals that approximately 47.9% of

the variance in the dependent variable is explained by the Training and Development predictor, with the Adjusted R Square of 0.477 confirming this explanatory power while accounting for the model's complexity. The standard error of the estimate (1.984) represents the average distance the observed values fall from the regression line. Furthermore, the significant F change statistic of 253.405 ($p < .001$) confirms that the inclusion of the Training and Development variable provides a statistically significant improvement in predicting the outcome, indicating a meaningful and non-random relationship.

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	997.064	1	997.064	253.405	.000 ^b
	Residual	1085.968	276	3.935		
	Total	2083.033	277			
a. Dependent Variable: Employee organization relationship						
b. Predictors: (Constant), Training and Development						

Based on the ANOVA output, the regression model using Training and Development as a predictor significantly explains variance in the Employee-Organisation Relationship. The model's sum of squares (997.064) indicates a substantial portion of the total variance is accounted for, which is confirmed by a highly significant F-statistic of 253.405 ($p < .001$). This result provides strong evidence to reject the null hypothesis, concluding that Training and Development is a statistically significant predictor of the quality of the Employee-Organisation Relationship within the analysed sample.

Coefficients											
Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.	Correlations			Collinearity Statistics	
	B	Std. Error	Beta				Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	6.398	.821		7.797	.000					
	Training and development	.605	.050	.587	12.056	.000	.587	.587	.587	1.000	1.000

a. Dependent Variable: Social capital building

The regression analysis reveals that training and development are statistically significant positive predictors of social capital building, as indicated by a highly significant p-value (0.000). The unstandardised coefficient ($B = 0.605$) suggests that for each one-unit increase in training and development, social capital building increases by 0.605 units, holding other factors constant. The standardised coefficient ($Beta = 0.587$) indicates this is a strong, substantial effect, explaining a significant portion of the variance in the dependent variable. The zero-order, partial, and part correlations are all identical (0.587), confirming a robust, direct relationship with no evidence of multicollinearity concerns ($VIF = 1.000$).

H₂: Training and development significantly enhance social capital building among Nigeria Customs Service employees.

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.587 ^a	.345	.343	2.197	.345	145.337	1	276	.000
a. Predictors: (Constant), Training and Development									

The multiple regression analysis indicates that there is a statistically significant relationship between the independent variable (Training and Development) and the dependent variable it predicts, as evidenced by the Sig. F Change of .000. The model yields a correlation coefficient (R) of .587, demonstrating a moderate positive relationship. The R Square value of .345 reveals that approximately 34.5% of the variance in the dependent variable is explained by the Training and Development predictor, a proportion that is adjusted only slightly to 34.3% (Adjusted R Square) when accounting for the number of predictors. The standard error of the estimate is 2.197, indicating the average distance between the observed values and the regression line. Overall, the model is significant, and Training and Development serves as a meaningful, though not exhaustive, predictor of the outcome.

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	701.521	1	701.521	145.337	.000 ^b
	Residual	1332.213	276	4.827		
	Total	2033.734	277			
a. Dependent Variable: Social capital building						
b. Predictors: (Constant), Training and Development						

Based on the ANOVA output provided, the regression model with Training and Development as a predictor is statistically significant in explaining variance in Social Capital Building. The F-statistic of 145.337 with a significance level of .000 ($p < .001$) indicates that the model fits the data significantly better than a model with no predictors. Specifically, the predictor variable accounts for a substantial portion of the variance in the dependent variable, as evidenced by the regression sum of squares (701.521) being a meaningful proportion of the total sum of squares (2033.734). Therefore, we can conclude that Training and Development is a significant predictor of Social Capital Building in this analysis.

Coefficients											
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		Collinearity Statistics		
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	6.398	.821		7.797	.000					
	Training and development	.605	.050	.587	12.056	.000	.587	.587	.587	1.000	1.000

a. Dependent Variable: Social capital building

Based on the provided regression output, the model examining the impact of training and development on social capital building is statistically significant and demonstrates a strong positive relationship. The unstandardised coefficient ($B = 0.605$) indicates that for each one-unit increase in training and development, social capital building increases by 0.605 units. The standardised coefficient ($Beta = 0.587$) confirms this as a large effect size. The highly significant p-value ($Sig. = .000$) for the predictor, supported by a substantial t-statistic ($t = 12.056$), allows us to reject the null hypothesis and conclude that training and development are significant predictors of social capital building. Furthermore, the zero-order, partial, and part correlations are all identical (0.587), indicating no multicollinearity concerns, which is confirmed by the tolerance of 1.0 and VIF of 1.0 for this single-predictor model.

Discussion of Findings

This study investigated the impact of Training and Development on both Employee-Organisational Relationship and Social Capital Building within the Nigeria Customs Service. The findings robustly support the hypothesised relationships, aligning with and extending the existing body of empirical literature on the Nigerian public sector.

The regression analysis confirmed a significant and positive effect ($R = 0.692$, $R^2 = 0.479$, $p < 0.001$). This indicates that nearly 48% of the variance in the quality of employee-organisational relationships is explained by structured T&D initiatives. The strong positive coefficient ($Beta = 0.587$) suggests that enhanced training programmes lead

to substantially improved relationships characterised by trust, commitment, and perceived organisational support.

This finding strongly corroborates the empirical review. It validates the work of Opute et al. (2021), which links capacity-building to affective commitment, and Ezeani et al. (2022), who found that targeted training strengthens relational contracts. The result demonstrates that in the specific context of the Nigeria Customs Service, strategic T&D is a powerful tool for mitigating the adversarial "we versus them" bureaucratic mentality highlighted by Okeke and Nwakoby (2020), thereby fostering a healthier psychological contract and promoting organisational citizenship behaviour.

The analysis for the second hypothesis also revealed a statistically significant positive effect ($R = 0.587$, $R^2 = 0.345$, $p < 0.001$). Here, T&D explains about 34.5% of the variance in social capital building. The significant coefficient ($B = 0.605$, $Beta = 0.587$) confirms that investments in T&D directly enhance the bonding (within teams), bridging (across units), and cognitive (shared identity) aspects of social capital.

This result aligns with the studies cited in the empirical review. It supports Adeyemi and IHEME's (2023) findings that inter-departmental training simulations boost collaborative capital in border agencies. More specifically, it confirms and quantifies the observation by Suleiman and Bello (2022) within the Nigeria Customs Service that technical and integrity training cultivates a shared professional identity and collective efficacy, core components of cognitive social capital. The strength of this relationship underscores T&D's role not just in skill acquisition but in weaving the social fabric necessary for information sharing, collaboration, and effective enforcement.

Comparative Insight: The model for EOR ($R^2 = 47.9\%$) demonstrated a stronger explanatory power than that for Social Capital ($R^2 = 34.5\%$). This suggests that while T&D is crucial for both outcomes, its mechanisms for directly improving trust, support, and the psychological contract with the organisation are slightly more potent in this context than its mechanisms for building broader social networks. However, both effects are substantial and significant, indicating that T&D serves a dual, interrelated purpose: strengthening the vertical employee-organisation bond and the horizontal peer-to-peer connections.

Conclusion

This study concludes that Training and Development is a critical strategic function within the Nigeria Customs Service with measurable, significant, and positive impacts. T&D programmes significantly enhance the Employee-Organisational Relationship by

fostering trust, affective commitment, and perceived organisational support, thereby directly improving the psychological contract between staff and management. T&D initiatives significantly contribute to Social Capital Building by strengthening interpersonal bonds within teams, creating bridges across different units, and fostering a shared professional identity and norms.

The findings confirm that T&D transcends its traditional role of skill upgrading. In the complex, bureaucratic environment of a key public service institution like the Nigeria Customs Service, it acts as a pivotal intervention for improving organisational health, mitigating relational friction, and building the collaborative networks essential for operational efficiency and integrity.

Recommendations

Based on the findings and conclusions, the following recommendations are proposed for the management of the Nigeria Customs Service and similar public institutions:

1. Management should move beyond ad-hoc training sessions to a sustained, well-budgeted, and strategically aligned T&D policy. The proven high return on investment in terms of relational and social capital justifies increased and protected budgetary allocations for human capital development.

2. Training programmes should be explicitly designed to target dual outcomes: task competence and relational capital. Modules on communication, ethical leadership, procedural justice, and inter-unit collaboration should be integrated into all technical and procedural training to simultaneously boost EOR and social capital.

3. To specifically amplify social capital building, the Service should design and mandate more training activities that bring together employees from different units, ranks, and geographic commands. Simulations, workshops, and joint problem-solving exercises, as suggested by Adeyemi and IHEME (2023), can break down silos and build bridging capital.

4. Acknowledging the regional variations noted by Suleiman and Bello (2022), the Customs Service Headquarters should encourage or mandate state and area commands to conduct periodic assessments to identify location-specific relational and social capital deficits. This will allow for tailored T&D interventions that address unique local cultural dynamics.

5. The Service should establish Key Performance Indicators (KPIs) related to EOR (e.g., staff survey scores on trust, commitment, perceived support) and Social Capital (e.g., metrics on inter-unit collaboration, knowledge-sharing frequency). The impact of T&D programmes should be evaluated against these metrics to ensure continuous improvement and demonstrable value.

6. Given its proven influence on relationships and networks, T&D should be positioned as a primary tool for managing organisational change, such as the implementation of new technologies or reforms. Preparing the social and relational groundwork through training will smooth the adoption of new systems and policies.

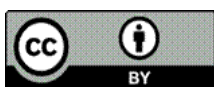
By adopting these recommendations, the Nigeria Customs Service can systematically harness the power of Training and Development to build a more cohesive, committed, and collaboratively effective workforce, ultimately enhancing its capacity to meet its national mandate.

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