5th Global Conference on
Business, Management and Marketing
12 - 14 November 2026 Nottingham, United Kingdom

Strategic Human Resource Development and Organisational Learning for Public Sector Innovation and Performance: Insight from Lagos State

Bolade Oladeji

Positive Impact Consulting, the United States

Abstract

Public service institutions face mounting pressure to deliver efficient, adaptive and sustainable services amid fiscal constraints, administrative complexity and rising public expectations. In the Lagos State Public Service, strategic human resource development (SHRD) and organisational learning have become central to institutional renewal, yet their combined effect on innovation and long-term performance remains underexamined in developing-country contexts. This paper draws on a qualitative case study of selected ministries, departments and agencies in Lagos State to examine how SHRD and organisational learning shape innovation and performance. It uses documentary evidence, institutional policy documents, official records and reflective insights from senior leadership experience in human resource management and public administration. The findings show that leadership development, workforce capability building, continuous learning, knowledge sharing and succession planning strengthen institutional responsiveness, collaboration and service delivery. However, sustained investment in people and learning does not automatically produce innovation. Instead, it builds employee competence, deepens cross-unit collaboration, improves adaptability and, over time, fosters a more innovative organisational culture. Organisational learning emerges as the mechanism through which SHRD is translated into governance outcomes and sustainable performance. The study also highlights key trade-offs: the pace of change is often slow, capacity gains are uneven across agencies, and benefits depend heavily on leadership commitment and institutional stability. This underscores the need for deliberate design in how learning is structured and embedded. The paper argues that strategic investment in people, learning and institutional capability is essential for building resilient public organisations and advancing public-sector reform in contexts such as Lagos State.

Keywords: Organisational Learning; Organisational Performance; Public Sector Innovation; Strategic Human Resource Development; Sustainable Perform