

Human Resource Development and Organizational Performance Anambra State

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Abstract

The study evaluates the effect of human resource development and organizational performance in Anambra state. A total of 100 participants responded to the questionnaire that measures human resource development and organizational performance. Chi-square statistical method was used to analysis the data collected which compares respondents' actual responses/observation with expected answers. Results indicated that there is a relationship between Human Resource Development and Organizational Performance. Thus, it provides an insight for the management to use this development as a strategic tool for organizational effectiveness and profitability.

Keywords: Human, Resource, Development, Organizational, Performance

Introduction

Training in the context of human resources development, commutes providing an employee with the skills he requires to enable him maintain and improve on the current job performance. Developing on the other hand means teaching or providing an employee with the skills he will require for future job. The lecturers are exposed to workshop, conferences, seminars which are designed to train them in current trend in the teaching methodology of their various disciplines. In order to achieve the goals and objectives of educational systems, there is need for staff professional development. Peretomode (2001) explains that employees may become obsolete and rustic if they do not update themselves with new work, methods, skills and knowledge about their work, organization and environment. The entire organization may also become rustic and obsolete if it lacks a systematic means of continually developing and reviewing organization capabilities. Training is as dynamic as the environment itself. This truth has an implication for the staff in service, the need to develop on the job and keep abreast with the continual changes in the job which may be conditioned by changes in the environment in terms of scientific, technological and socio-cultural and economic advancement. The deficiency in the training programme of most human resources needs to be remedied through a system of staff training (Whawo 2013).

Peretomode (2011) highlighted the determinants of training as acquiring more conceptual knowledge, skills and competencies both in teaching areas and non-teaching areas, obtain a high academic or professional qualifications in school / organization hierarchy, to meet up with the new changes in the educational system, the new methods, techniques and technological developments, to keep the staff in the system, procure job security. The government comes with different policies at different times. Those who improved themselves on the job have greater chances on the job, and also the presence of aging staff and explosion of knowledge has been noted that with age, human beings suffer from diminished validity, creativity and flexibility, staff can be assisted to remain or once again become vibrant, vital, productive and pertinent through staff renewal activity, the declining rate of mobility and high tenure density coupled with less hiring new blood, the increasing heterogeneity of staff in the system. Whawo (2013) explains that irrespective of the method of training that staff engaged in, the importance is to improve their teaching skills and use of teaching aids, evolve modern methods of evaluating students and above all, make them have a deeper knowledge of their teaching subjects. Equally important is the team work among staff, development of self-confidence in school leadership and effective classroom control. Also, that the training activities equip the trainees to contribute more meaningfully to the realization of educational objectives in the university and in the understanding of how the socio-economic and cultural values of the society influence school work. However, the training approaches of human resources development are different and the certificates obtained are equally different.

The scientific management principle of school administration of Frederick Taylor believes that performance should be part of each job so that each workman knows his job well (Egwunyenga 2012). Thus, in the training of trained staff, their courses comprise of their main area and education course in which they are introduced to teaching techniques, methods, presentation of lessons, art of classroom management and other factors affecting teaching and learning. The major benefits of training and development programs are that the employees who are trained need lesser supervision than those who are not. A trainee acquires new knowledge, skills and attitudes and applies them in job situations. Human development is a way to create the confidence among the employees so that they can operate the tasks without any obstruction with all efficiency and effectiveness. To conduct such programs is to save money because a university is likely to bear heavy expenditure on hiring new employees. It is also one of the best ways to expand the span of management. Egwunyenga (2012) observed that the major factors which causes, mal-administration and non- performance in

the state include lack of effective development of Human Resources within organization. Although ineffective development of Human Resources to achieve organization goals is not peculiar to university, it cut across all institutions.

Statement of the problem

Undoubtedly, it seems obvious that the Human Resources development in most of the organizations today are not up to expectation. The frequent alleged lopsided recruitments, promotions, appointments and retirement in the state Civil Service have always raised public concern. Furthermore, the service lack of a human resource development and has led to the ebb in professionalism and lack of zeal in the personnel. In fact there are no specifications of jobs, and where there are, the definition of it is not been clearly spelt-out by the authority, the desire and the ultimate goal of the organization will be in jeopardy. Consequently

Objective of the study

The purpose of this study will find out the Human Resources development and Organization performance in Anambra state. Thus the study looks into the extent to which the Human Resources development has been adequately taken care of and uses it to improve organizational performance. In terms of motivation, conducive atmosphere, better salary structure, Administrative pattern of work, selection process and inter-relationship among the staff, leader, head of department and field officers and performance appraisal so as to elicit the achievement of the organization and the development of Human Resources in general.

Research Questions

In this study attempt will be made to provide answers to the following questions:

1. What are the significant relationships between employer and employee as regard to organization performance?
2. What are the significant relationships between the selection/recruitment of Human Resources and Organizational performance?
3. What are the significant relationships between human resources development and organization performance?

Research hypotheses

In order to justify the purpose of the study and make answers available to the questions raised, the following three Hypotheses are set:

1. There is no significant difference between employer/employee and organizational performance.
2. There is no significant difference between selection/recruitment and organizational performance
3. There is no significance difference between Human Resources development and organizational performance.

RESEARCH METHODOLOGY

Research Design

The research design used for this research work was descriptive research design. The essence of this was an attempt to investigate the relationship between independent variable "Human Resource development" and the dependent variable "Organization performance". In other words the study looked at the effective Human Resource development and the Organization performance.

Population of the Study

The population of the study includes all lecturers in Anambra state university.

Sampling and Sampling Technique

The descriptive survey was utilized in this study. The sample consisted of 100 participants. The study sample comprised for 10 departments which were randomly selected [i.e. 20 lecturers each were selected from 10 departments] from the university.

Instrument and Instrumentation

Construction of the Structured Questionnaire, consideration were given to the policies of the organization such as recruitment, personnel management, hierarchy structure, disciplinary methods, inter-personnel and organization relationship, in order to obtain relevant information regarding Human Resource development and Organization performance from the State. The major instrument used was questionnaires for Academic staff. A Structured Questionnaire on Human Resource development and Organizational performance (SQHRMOP) which is design by the researcher on „likert scale method". However, explanation was made where necessary to the staffs, which needed certain clarification on the questionnaire in order to give adequate guidance to the respondents.

Method of Data Analysis

The chi-square statistical analysis was used to determine the relationship between the dependent variable and the independent variable.

The chi-square statistical formula:

$$X^2 = \sum [O-E]^2/E$$

\sum = Summation

O= Observation

E= Expected

At 0.05 level of significance, the critical hypothesis will be rejected if x^2 calculated value is greater than x^2 table value and the alternative hypothesis will be rejected otherwise decision is reversed

Results

Hypotheses I

H0: There is no significant relationship between the employer/employee and organization performance

H1: There is significant relationship between employer/employee and organization performance

The result above depicts that (367.7) value is greater than (5.991) value. Hence H0 is rejected while H1 is accepted. Thus there is significant relationship between employ- ers/employee and organization achievement.

Hypotheses II

H0: There is no significant relationship between recruitment process and organization performance.

H1: There is significant relationship between recruitment process and organization performance.

Based on the result above (i.e. hypothesis two) 146.1 value is greater than 5.991 value. Hence H0: which is the null hypothesis is rejected while H1: the alternative hypothesis is accepted. This suffice that there is significant relationship between recruitment process and organization performance.

Hypotheses III

H0: there is no significance relationship between human resource development and organization performance

H1: there is significant relationship between human resource development and organization performance

The above (Hypotheses Three) reveals that value 177.1 is greater than value 5.991. This says that null hypothesis (H0) is rejected and alternative hypothesis (H1) is accepted. Therefore we can say that, there is significance relationship between human resources performance appraisal and organization achievement.

Discussion of results

It was found in this study that a significant relationship exists between employer/employee and organization achievement, this means that, there was a significant differences between the employee/employer and organization achievement. It reveal that the good interaction between the employers and the employee will definitely have a positive effect on organization performance, this is shown clearly in the finding that a good cordial relationship between the management and the worker is a panacea to organization performance. This was in line with Cunningham (2009), Egwunyenga (2011) and Francis (2010), Weihrich (2012)

The result of the Hypothesis Two showed that there is a strong relationship between selection/recruitment and organization performance. The acceptance of the alternative hypothesis indicated that the right types of personal and their selection must be professionally and strictly followed. Once you have a wrong set of people recruited it will definitely have a negative effect on the organization achievement. Human capital theory also states that, the accumulation of physical capital alone make little or no sense except there are human being with necessary skills to make use of the money and machinery. Karon Legge (2013) says that the success of any organization depends on the quality of the human resource development since the quality input determines quality out- put.

Hypothesis Three shows that the relationship between human resource development appraisal and organization performance is significant. More than 90% of the respondents are of opinion that a highly disciplinary oriented education district can undertake a proper performance appraisal. Human resources performance appraisal will boost the morale of the organization and thereby increase the stated organization performance. This is also in conformity with Kotila, O. (2011). That identification of human resource achievement by the organization administrator elicits rivalry among workers.

Conclusion

Based on the finding of the study, the research made the following finding.

- i. The questionnaire administrators revealed that human resources development is the key factor to the organization performance. It was found out that the process of selection/recruitment of employee is the basic and most important for an organization.
- ii. Human resources development and organization performance are highly important and fundamental to good organization performance. The recruitment, selection and placement of qualified lecturers should not be compromised if success is to be attained.
- iii. The period of training should be increased; this will help and enables the prospective lecturers to be more academically qualified. In service training should be approved and sponsored by the employers. Lecturers' remuneration scale and qualification level should be addressed in details.

Recommendation

1. Management should endeavor to develop worker and all his personnel, this will help management in curbing the disparity between the management staff and field personnel, thereby leading to good performance and achieve target organization goals
2. In terms of good remuneration to worker, it thus become pertinent that quality and quantity of personnel

especially worker should not be allowed to be suffused. Even if embargo is placed on employment, workers who are the personnel of the research study should be exempted

3. Emphasis should be on recruitment/selection of qualified personnel. Also performance appraisal should be based on rewarding effective and productive personnel. Motivation should be encourage by management to a deserved personnel this is no doubt will enhance the performance of the organizations.

4. Government on the other hand should provide the enabling environment, provide the basic infrastructural such as water, road, etc. so as to reduce the cost of running an organization and hence increase their power to recruit more and reduced the unemployment in the country

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Table 1: shows relationship between the employer/employee and organization performance

Variable	O	E	O-E	[O-E]*2	[O-E]*2/E
SA	94	33.3	60.7	3684.49	110.6
A	0	33.3	-33.3	1108.89	33.3
U	6	33.3	27.3	745.29	223.8
SD					
D					
TOTAL	100				367.7

Source; field survey 2014 Level of significance = 0.05, Degree of freedom = 2 , X² calculated (2, 0.05) = 5.991

Table 2: Shows the relationship between recruitment process and organization performance.

Variable	O	E	O-E	[O-E]*2	[O-E]*2/E
SA	-				
A	90	33.3	56.7	3214.8	96.5
U	0	33.3	33.7	1108.8	33.8
SD	10	33.3	23.3	542.8	16.3
D	-				
TOTAL	100				146.1

Source; field survey 2014 Level of significance = 0.05, Degree of freedom = 2 , X² calculated (2, 0.05) = 5.991

Table 3: Shows the relationship between human resource development and organization performance

Variable	O	E	O-E	[O-E]*2	[O-E]*2/E
SA	96	33.3	62.7	3931.2	118.1
A	4	33.3	-29.3	858.49	25.7
U					
SD					
D	0	33.3	-33.3	1108.8	33.3
TOTAL	100				177.1

Source; field survey 2014 Level of significance = 0.05, Degree of freedom = 2 , X² calculated (2, 0.05) = 5.991

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