

Escapade Of Human Resource Development And Employee Performance In Anambra State (2006- 2014)

Obi, Helen Obiageli PhD1; Nwobi, Fidelia Obuteaku Ph.D2 & Chukwurah, Daniel Chi Junior PhD3

1Public and Private Department, Faculty of Law, Nnamdi Azikiwe University, Awka - Nigeria

2&3 Dept.of Public Administration, Faculty of Social Sciences, Chukwuemeka Odumegwu Ojukwu University, Igbariam

Correspondence: Prof. DCJ Chukwurah – chukwurahjr@yahoo.com

Abstract: *The study is on human resource development and employee performance: A study of Idemili South local government council of Anambra State (2006-2014). The underlying motive for the study is the recurring problem of low productivity in the local government council and its consequences on developmental initiatives of the local government. The broad objective of the study is to examine the escapades of human resource development on employee performance in Idemili South local government council of Anambra State. Three hypotheses were formulated as guide to the study. The study adopted the human capital development theory propounded by Theodore Schultz in 1961 as the theoretical framework. Survey research design was adopted for the study and data were obtained through primary and secondary sources. The population of the study is 285 made up of the entire staff of the local government council. Generated data were collated and analyzed using simple percentage while the Chi-square χ^2 statistical tool was used to test the hypotheses formulated for the study. Findings show that there is a relationship between staff training and the output of the staff of Idemili South local government council and that career counseling affects employee commitment to the realization of organizational goals and that human resource development affects motivation in Idemili South local government council. The study recommended among others that since there is a relationship between staff training and output of the staff, there is the need for the management of the local government to institute measures to ensure that all staff were made aware of and had adequate knowledge of its training policy. All fora must be used to disseminate the policy to all staff. At best the staff training policy could be made available to staff at the time of recruitment and emphasized during annual and union meetings.*

Keywords: Development, Employee performance, Human resource, Productivity, Organizational goal

Preliminary

Human resource development has become the most important factor in the business world today, because human resource development increases the efficiency and the effectiveness of both employees and the organization (Raja, Furqan and Khan, 2011). There are a number of factors that contribute to the success of any organization. These factors include, capital, equipment, technology, human resource etc, of all these factors, the most important is the human factor, since it is the human element that will put the other resources to work. Again, every organization uses human resources to achieve its goals and objectives, often times, the performance of employees are affected by changes in technological innovation, environment, type and level of competition etc. Tammy and Roberts (2007) is of the view that changes in business environment make human resource development necessary in personnel function. Jeleva (2009) opines that modern business requires knowledge and skills that are inadequately present in formal school education as the gap between business requirements and the knowledge gained from school is widening.

Human resource development is designed to change or improve the behaviour of employees in the work place so as to stimulate efficiency. The cardinal purpose of human resource development is to assist the organization achieves its short and long term objectives by adding value to its human capital.

Therefore, human resource development is need based in the sense that they are undertaken to fill some knowledge gap within an organization. Many organizations have over the years introduced good human resource development strategies in order to enhance better employee performance at work.

The main ingredients that make up the quality of human resource are quality of education and good health (Oyinlola & Adeyemi, 2014). For instance, modern economists seem to concur that education and health care are the key to improving human resources and ultimately increasing the economic outputs of the nation.

Human resource development could be said to include investment in education, training, and health as well as investment in all social services which influence man's productive capacities, especially transport facilities and housing. It is so considered for the fact that efficient management of the above mentioned resource elements will go a long way to enhance economic growth of a country.

Human resource development is a process of intellectual and emotional achievement through the provision of the means by which workers grow on their jobs (Richard 2010). It relates to series of activities which an enterprise would embark upon to improve its managerial capacity.

Human resource development has become so topical and strategic in human resources management due to increasing competition and complexity of the business operating environment in Nigeria. As a result, organizations are required to constantly acquire new

knowledge, skills and attitude to be creative and innovation in their managerial methods, products and service delivery (Schuler 2006). The nature of dynamic business environment in terms of stiff competition, information technology, technological innovation, knowledge economy and market globalization have made personnel function of human resource development onerous task for head of personnel management (HPM) in the local government system and other human resources managers in other organizations. In Nigeria, according to Imaga and Ewurun (2003), development of the human resources has become so fashionable and one of the sources of competitive advantage, as human resources is the key factor of business success. Resent efforts and emphasis on sustainability of business and human resource development are influenced by the belief that it is desirable to pay serious attentions to areas that are critical to organizational success which often times is neglected (Gilad 2010).

The local government system in Nigeria can rightly be described as the heartbeat of rural development as the third tier of government. The performance of this tier of government goes beyond statutory allocation and autonomy but if well articulated a serious change agent and effective link between the local government and State. This is why the Nigeria government over the years has placed emphasis on privatization, commercialization and autonomy of public institutions as a way of improving their effectiveness. Also, the challenges posed by depressed economy arising from the oil glut, increased competition and complexity of the globalized society makes the need for efficient human resource so compelling. Therefore, for the local government system to rise up to these challenges and effectively deliver services to rural populace, there must be the need to acquire, develop and retain good human resource to run their affairs.

Objectives of the Study

The broad objective of this study is to examine the impact of human resource development on employee performance in Idemili South local government council. Specifically, the objectives of the study include:

1. To ascertain the relationship between staff training and the output of the staff of Idemili South local government council.
2. To determine the effect of career counseling on employee commitment to the realization of organizational goals in Idemili South local government council.
3. To examine the effect of human resource development on employee motivation in Idemili South local government council.

These objectives enumerated above will guide the study

Conceptual Explanations

Human Resource Development

Human resource development includes such opportunities as employee training, employee career development, performance management and development, coaching, mentoring, succession planning, key employee identification, tuition assistance, and organization development.

The focus of all aspects of human resource development is on developing the most superior workforce so that the organization and individual employees can accomplish their work goals in service to customers. Organizations have many opportunities for human resources or employee development, both within and outside of the workplace.

According to Heathfield (2016) Human resource development (HRD) is the frameworks for helping employees develop their personal and organizational skills, knowledge, and abilities.

This measure builds on the basic production input of labour measure where labour is thought to be equal (Price, 2004). The concept of human resource development recognizes that not all labour is equal and that quality of employee can be improved by investing in them. The educational experience and abilities of an employee have an economic value for the employees and for the organization as a whole. According to Schultz (2009) in his reflections on human resource development opines that the human resource like any other capital could be invested in through education, training and enhanced benefit that will lead to an improvement in the quality and level of production.

Human resource development is a process of developing or unleashing human expertise through organization development and personnel training and development for the purpose of improving performance (Swanson 1994). As to Sharma (2013) HRD is a frame work for helping employees develop their personal and organization skills, knowledge and abilities. Training on the other hand is an organizational efforts aimed at helping an Employee to acquire basis skills required for the effective and efficient execution of the functions for which he or she is hired, i.e. having focuses on technical skills, supervisory skills, and relatively specific areas of accounting methods, material management and planning techniques Susan (2014).

Human resource development is the integration of individual, career and organization development roles in order to achieve maximum productivity, quality, opportunity and fulfillment of organizations members as they work to accomplish the goals of the organization (Pace, Smith & Mills 1991).

According to Nadler & Nadler (1989) three key activities involved in HRD include: training, education and development. Training is involved in learning with focus on the learner's present job. Training may be off-the-job (conducted outside the office) or on-the-job (conducted within the office environment). Education is involved in learning with focus on the learner's future job while development is learning that is not focused on the job.

According to Sharma and Maheshwari (2013) the following techniques may be used for the development of human resources in an organization:

- Appraisal performance helps employees in self appraisal and they can review their performance in relation to the objectives and other behaviors.
- Potential appraisal is to be done through potential appraisal of the employee once in three years.
- Career planning is necessary to make employees familiar with the general phases of their development in the company. For this Plan should be made with senior Employees' career path.
- Career development is a plan development and coping strategies with employees showing limited potentials.
- Employee training is having assessed training needs of different groups of employees; it must be developed in the organization strategy including pre-training and post-training activities.
- Team work spirit should be inspired among employees this will result in good impact on productivity of company.
- Monetary rewards should be attractive because these awards motivate the employees to their performance further.
- Non-monetary rewards play an important role in the organization such as free lunches and dinners, office environment, job rotation.

Training and development are often used to close the gap between current performances and expected future performance. Training and development falls under human resource development function which has been argued to be an important function of human resource management (Weil & Woodall 2005). Amongst the functions activities of this function is the identification of the needs for training and development and selecting methods and programmes suitable for these needs, plan how to implement them and finally evaluating their outcome results (McCourt & Eldridge 2003).

Guest (1997) argues that policies are necessary to ensure that employee performance is evaluated, which in turn ensures that the appropriate training and development take place. With the help of the performance appraisal reports and findings, the organization can be able to identify development needs. However, individuals themselves can help to indicate the areas requiring improvement as a result of the issues raised in the performance appraisal process and their career path needs. Development is a broad ongoing multi-faceted set of activities (training activities among them) aimed at bringing someone or an organization up to another threshold of performance, often to perform some job or a new role in the future (McNamara 2008)

Nadler (1984) noted that all the human resource development activities are meant to either improve performance on the present job of the individual, train new skills for new job or new position in the future and general growth for both individuals and organization so as to be able to meet organization's current and future objectives. There are broadly two different methods that organizations may choose from for training and developing skills of its employees. These are on-the-job training given to organizational employees while conducting their regular work at the same working venues and off-the-job training involves taking employees away from their usual work environments and therefore all concentration is left out to the training. Examples of the on-the-job training include but are not limited to job rotations and transfers, coaching and/or mentoring. On the other hand, off-the-job training examples include conferences, role playing, and many more as explained below in detail. Armstrong (1995) argues that on-the-job training may consist of teaching or coaching by more experienced people or trainers at the desk or at the bench. Different organizations are motivated to take on different training methods for a number of reasons for example;

- Depending on the organization's strategy, goals and resources available,
- Depending on the needs identified at the time, and
- The target group to be trained which may include among others individual workers, groups, teams, department or the entire organization.

According to Wognum (2001), human resource development needs may occur at three organizational levels namely;

- Strategic level where needs are determined by top management while considering organizations goals, mission, strategy and problems, which need to be resolved or fixed
- Tactical level where needs are determined with middle management while considering developments needs to the coordination and cooperation between organization units and
- Operational level where needs are determined with lower executive management and other employees while considering problems related to operations such as performance problems of individual workers and departments in subject.

In order to enable an organization formulate human resource development goals that will enable both formal and informal human resource development methods and programmers create a workforce that enables effectiveness and competitiveness, it is worth giving consideration to, providing proper coordination as well as proper incorporation of the needs within the three levels . According to Wognum (2001) and Torrington (2005), there are three categories of identifying training and development needs. These include:

- Resolving problems, this focuses on workers' performance,
- Improving certain working practices, this focuses on improvement regardless of the performance problems and
- Changing or renewing the organization situation, this may arise because of innovations or changes in strategy.

Further still, the human resource programme, content and the trainees' chosen depend on the objectives of the human resource development programme (Milkovic & Bordereau 2003).

According to Idowu (2007), the development of a nation relies on the development and capability of manpower of the nation. Therefore, the effort to push Nigeria forward to attain the desired vision 20:20:20 depends on the quantum and magnitude of its manpower skills and the level of economy of the nation. The year 2020 is a critical benchmark date against which Nigerians are set to achieve their strategic mission for a world class ethical democracy, competitive and knowledge based economy, proactive and innovative foreign policy cultural renaissance, and significant player in the global economic and political arena. To achieve these there is an urgent need an action oriented roadmap that will enhance her socio-economic and political development performance through massive and elaborate human resource development in all public and private institutions.

Initially, the solution to human resource problem was sought in the use of expertise personnel. But the increasing wave of nationalism and rapid development made it unwise to continue depending on foreign manpower. Since it is better for a country to develop its own pool of indigenous skilled manpower, Nigeria has moved forward by establishing some human resource development and development institutions to complement formal schools, replace expatriate personnel and increase the quality and quantity of available talents.

It is in realization of the importance of highly skilled and productive workforce that the Federal government established complimentary institutions of learning to further retrain and technically polish the graduates of Academic Institutions. Such institution include, the Centre for Management Development (CMD), Administrative Staff College of Nigeria (ASCON) Industrial Training Fund (ITF), Federal Training Centre (FTC) etc: some professional bodies have also established training institutes which have turned out well trained human resource in various fields for the benefit of many organization.

Wachira (2012) identified critical challenges hindering human resource development in the continent like: paying attention for professional development, allocating sufficient budget, aligning human resource development to strategic priorities, promoting learning culture. Besides, Habib (2012) outlined challenges of human resource development in Africa as developing comprehensive human resource strategy, promoting a positive working environment, accepting modern technological changes and promoting positive work force attitudes. Having these facts, when we come to Nigeria context there are challenges like lack of training and in the development of skills and the ability to make use of the available human resources (Anyim, 2012). It can be argued that the Nigeria public sector needs to increase the skilled labour pool and to develop communities. This involves the fusion of human resource development strategies and policies that will be suitable for developing socio-economies in the country and fasten employee performance. In Nigeria human resource development is considered crucial to make considerable contribution to the creation of knowledgeable and skillful employees so as to improve employee performance.

Employee Performance

The sole aim of every organization is to achieve its goals and objectives, and be productive through the performance being put in by its employees hence; people are employed for the simple reason of helping the organization to achieve its set goals. Therefore, employee performance is the prerequisite condition for the success of any organization.

According to Arowolo (2012), Performance is an action that involves a lot of efforts aimed at achieving a purpose. Performance is measured on a given set of standard to determine how well or badly a duty or an activity is carried out. Therefore, performance could be good or bad. For the purpose of this paper, performance can be defined in relation to the activities of a public servant most especially in terms of his/her efficiency in producing certain quantity of goods and services which his/her department produces in a day, week, month or year (Fatile, 2013).

Nwachukwu (2006) argues that one of the major problems confronting management is that of how to make their workers perform assigned tasks to meet or surpass predetermined standards. Organizations spend huge resources on annual basis aimed at recruiting and training employees who are best suited for their positions. These are people who are expected to produce, perform according to, or exceed predetermined standards. By this fact however, successful employers always make investments to retain their workers and improve their effectiveness. By constantly and consistently measuring performance, employers can ensure that their investment is providing results through the performance being put in by their employees.

According to Lekacham (2012), Employee performance refers to the job related activities expected of a worker and how well those activities were executed. It is the ability and / or all the actions of an employee directed towards the accomplishment of an assigned duty or attainment of stated goals and objectives. This is an act by which an employee achieves results through the exertion of his mental, physical, psychological and social capabilities in job related activities within an organization, thereby achieving organizational set objectives.

Abba (2004) sees employee's performance as the degree of accomplishment of the tasks that make up an employee's job. Performance is a reflection of how an individual employee is fulfilling the requirement of his/her job. They maintain that job performance is the net effect of "Efforts, Abilities, Traits and role perception". This shows that in a given situation, performance can be viewed from interrelatedness of efforts, Abilities and role perception.

Thus, "Effort" stands for performance expectancies, while performance is the outcome expectancies and perceived attractiveness of outcomes. "Abilities" are individuals' characteristics, for example, whether the employee is lazy or hardworking or a man of integrity, etc. "Role" or task perception refers to the diameter in which the individuals believe they should channel their energy. The activities and behaviours people believe in are necessary in the performance of their jobs and that constitute their role perception. Effort refers to the amount of energy an employee puts in, in performing a task. Abba did conclude by saying that those who do not perform show that they do not use their innate abilities.

From the preceding discussions, it can be concluded that an employee's higher job performance is a prerequisite for the achievement of organizational goal. Thus, organizational goals remained "the desired state of affairs which the organization collectively attempts to realize". Such state of affairs which the organization strives to realize "constitutes an ideal – the progress – of the organization". According to Ezeani (2006), this ideal, invariably provides the useful indicator of the ability of an organization to effectively and efficiently survive in its environment.

No doubt, employee performance can make or break an organization's success. An organization's success depends on the employees' performance; poor performance is detrimental to organization's success. Thus, Kester (2002) asserts that setting of employee performance standards, code of conducts, teaching the employee the expected standards and conducts, and then monitoring the employee's progress, are important to the development of both the employee and the organization.

Staff Training and Employee Output

It has been observed that the assumption underpinning the practice of human resources management (HRM) is that people are the organization's key resource and organizational performance largely depends on them (Armstrong, 2009). Therefore, if an appropriate range of staff training policy and process are developed and implemented effectively, HR will make a substantial impact on employee's output. Yet, Guest. (2003) posit that the case for an association between staff training, and employee performance are based on two arguments. The first one being that the effective staff training offers one of the most powerful bases of competitive advantage. The second argument is that effective deployment of human resources depends on the application of a distinctive combination of practices, or the use of a consistent set of human resource practices. Furthermore, Guest. (2003) stress that there is a plausible case that HR management will be more effective if it fits the business strategy of each organization. Charles (2006), argued staff training as the integrated use of training and career development efforts to improve individual and organizational effectiveness. Staff training also develops key competencies that enable individuals to perform current jobs and that will allow them to adapt quickly to new challenges and opportunities (Anyim., 2011). For Stephen (2009), the main purpose of staff training is to develop employee's skills and competences in line with organizational objectives and there need to be a feasible transfer of development programs in to workplace. A study by Andersen (2007) stated that learning organizations have become kind of collective term for development strategies that attempt to create consistence between employee's competence and development of institutions.

Tammy and Robert (2007), view the employee staff training as a strategic weapon in building and sustaining competitive advantage. Also, Gilad and Richard (2007) saw staff training as personnel functions aimed at enhancing skills and knowledge to meet both short term and long term responsibilities. Williams and James (2010), through the process of staff training, organizational managers provides enhance knowledge, skills, attitude and innovation. Staff training encompasses the broad set of activities that improve the output of the individual and teams.

Since the early 1960s, the human factor has been recognized as the most critical resources of the factors of production without which effective utilization of all other factors remain a dream. In order words, the success of any organization depends on the ability and expertise of those who operate it at both the managerial and operative Cadre, Nwachukwu (2009), such abilities and expertise usually stems from the knowledge employees gain through staff training.

According to Emeagwali (2005), Human resources not natural resources are the basis for the economy of the 21st century. Human resources as human capital consist of inherited and acquired abilities of labour with education being the primary source of acquiring the abilities. It is the energies, skills, talent and knowledge of the people which are or which potentially can or should be applied to the production of goods or rendering of useful services, Unamea (2001). To be able to meet up with technological superiority, team work, world class quality performance and social harmony among individuals who differ ethically and skill wise depends on the ability to cope with changes Invancevich and Lorenzi (2014).

The origin of staff training in Nigeria is traced to the coming of the missionaries who spiritually colonized Africa and also educated their adherents to fulfill the church's mission statement. Thus human resources developed from the education offered mainly to evangelical teachers as the curriculum comprised mainly of reading, writing and arithmetic, Obasi (1995). The education offered was geared towards making the beneficiaries able to participate in church services, reading of bible and the routine performance of their religious duties. Also human resources produced were then those who filled lower post in their missions as indigenous auxiliaries were less expensive than expatriates

This situation continued until 1882 when there was state intervention in education which led to different ordinances in education, (1882, and 1887). Further developments in education continued to evolve through many commissions. The national policy on

education in Nigeria of 1977 (revised later in 1981 which introduced the 6-3-3-4 system of education which gave a new impetus to staff training, Esere (2010). According to Igwe (2011), Americans first introduced this system into the world of formal education and the result of entrepreneurial and success story of American public and private institutions. Nigeria saw and copied it as a panacea for the development of vocational and technological skills of her citizenry to meet the challenges of our time. According to Fafunwa the cardinal objective of staff training is to make the employee independent, marketable, self-sustaining, attain maximum potential and able to meet challenges of a globalized world. According to Collins and Druten (2003), researchers have produced compelling evidence for the causal link between how people are managed and workers productivity. They argue that the effectiveness of staff training, particularly employee selection procedures, performance appraisals, rewards and benefits management, and employee training and development (the matching model of HRM) often have a direct bearing on workers productivity. It has also been argued that, the result of effectively managing human resources is an enhanced ability to attract and retain qualified employees who are motivated to perform (Schuler and Macmillan, 1984). To them, the benefits of having the right employees motivated to perform include greater profitability, enhanced employees performance, low employee turnover, high product quality, lower production costs, and more rapid acceptance and implementation of corporate strategy.

Career Counseling and Employee Commitment to the Realization of Organizational Goals.

Career counseling is a highly comprehensive process, involving numerous elements such as need assessment, training design, trainer and delivery, and post training evaluation (Buckley & Caple, 2009). Although not a lot but empirical evidence is available, outlining the role and impact of individual development components towards enhancing employee outcomes and behaviors. Noe (1986) has underlined that when employee perceive that the need assessment is credible and outlines the right needs for skill learning and competency development requirements against the current performance then, they will be more motivated to improve post development performance. Santos (2003) have empirically argued that positive perceptions about the development need assessment have a significant contribution towards general motivation and post development motivation to apply the learned skills at the workplace.

Accordingly, Hicks (1987) have outlined that effective development design enhances the willingness to learn and motivation which later boosts employee performance. Additionally, Frayne (2000) have also argued that different career counseling designs can influence employee outcomes and job performance.

Kanter (1999), Suggests that, in order to build commitment to change, managers should allow employees to participate, provide a clear picture or vision of the future, share information, demonstrate commitment to the change, tell employees exactly what is expected of them, and offer positive reinforcement. This kind of information sharing helps alleviate the feelings of uncertainty in the minds of the employees. They get more clarity about their roles and future direction of the organization.

Accordingly, career counseling has also been empirically tested with employee commitment. Although a very few organizational scientists have managed to explore some relationship between career counseling and employee commitment Study by Salanova (2005) conducted an empirical test of 114 hotel staffs and found significant impact of career counseling on employee commitment. Additionally, empirical investigation by Suan (2014) found career counseling as a significant contributor towards employee commitment across 438 hotel staff in Malaysia. Similarly, study by Rothmann (2013) has outlined career counseling as a credible predictor of employee commitment. Critical analysis of the aforementioned researches highlights the strategic significance of career counseling and how it can be used to enhance psychological wellbeing (commitment) of Employees at work.

Critical analysis of the empirical studies in the preceding paragraphs draws attention to several importance concepts. First of all, employee development can notably enhance post-training employee commitment and other aspects of work well-being. As Sahinidis and Bouris (2008) have empirically outlined that career counseling is a development practice that fosters employee outcomes and behaviors. The analysis outlines that employee development has been only studied in terms of perceptions of employees on general grounds in connection to employee commitment. These perceptions generally revolve around the overall effectiveness, and satisfaction of individuals with the employee development and not about the impact of individual components of employee development in specific, For instance, Suan. (2014) investigated the influence of service development on employee commitment where respondents were asked to rate the frequency of the training and development provided and their overall satisfaction. Similarly, Salanova (2005) enquired of their overall satisfaction with organizational factors including development in relation to commitment and performance.

Josje Hoek (2016) in his investigation on employee commitment best practices added that organizations should not hire a man who does the work for money, but him who does it for the love of it. Continuance commitment relates to how much employees feel the need to stay at their organization. The employees that are committed, the underlying reason for their commitment lies in their need to stay with the organization. Possible reasons for needing to stay with organizations vary, but the main reasons relate to a lack of work alternatives, and remuneration.

The relationship between employee commitment and employee performance has been studied under various disguise. Khan, (2010) investigated the impact of employee commitment (Effective commitment, continuance commitment and Normative

commitment) on employees job performance from a sample of 153 public and private sector employees of oil and gas sector in Pakistan. The results revealed a positive relationship between employee commitment and employee job performance. Therefore, job performance emerged as a determinant of employee commitment and all the factors which foster employee commitment so as to increased employee performance and subsequently increase organizational productivity.

Most organization has realized that the performance of their workers plays a vital role in determining the success of the Organization (Zheng, 2010; Ajila and Awonusi, 2004). As such, it is important for employers and managers alike to know how to get the best of their workers. One of the antecedent determinants of Workers' Performance is believed to be employee commitment (Ali, 2010; Ajila and Awonusi 2004). As such, it is important for employers and manager to know how to get the best of their workers. Employee commitment has become one of the most popular work attitudes studied by the practitioners and researchers. Akintayo, (2010) noted that one of the reasons why commitment has attracted research attention is that organization depend on committed employees to create and maintain competitive advantage and achieve superior performance.

Brown (1969). Categorize commitment as (1) includes something of the motion of membership; (2) it reflects the current position of the individual; (3) it has a special predictive potential, providing predictions concerning certain aspects of performance, motivation to work, spontaneous contribution, and other related outcomes; and (4) it suggests the differential relevance of motivational factors. According to Hall, (1970) the process by which the goals of the organization and those of the individual become increasingly integrated or congruent is commitment. Salancik, (1977) said commitment is that 'a state of being in which an individual become bound by his action and through these action to beliefs that sustain the activities of his own involvement'.

Human Resource Development and Employee Motivation

Some HRD activities are conducted without a specific managerial decision, or even without the knowledge of management. Even these clandestine HRD operations can contribute to the success of your organization" (Diwan, 1999) Where staff are treated as costs rather than assets and no investment is made in their training and development, morale is likely to be low and motivation absent. The positive presence of motivation is a clear indicator of the morale of staff (Kempner, 1971) and is crucial to the effectiveness of the organization.

Motivation as a means of maximizing the potential of developing organizational resources, through effective human resource development (HRD) and management (HRM), is a growing concern. Consciously or unconsciously it is a process to harness the potential of individuals, rather than to control or prescribe their behavior (Whitaker, 1995). As Diwan (1999) suggests: "No matter what the size of your organization if you look around you will probably discover more HRD in operation than you realized existed.

Thus the relationship between the organization and the individual is critical to the success of HRM and the implementation of the policies planned by senior management in the formulation of HRD strategies. Without a motivated staff the resources expended on training and development will not achieve the intended organizational goals. Meeting organizational objectives, whilst simultaneously fulfilling the personal needs of individuals, results in a harmony of intent and achievement for the organization and its staff (Everaert, 1997).

In the staff training and development take place within the framework of an appropriate appraisal system. The identification and supply of a range of development opportunities facilitates both organizational and individual development (Sawatzki, 1997). As the organization and the individual identify opportunities for growth, there is an affirmation of the potential of the staff, which results in staff satisfaction. The processes of organizational development enable the individual to move to the domain of self-fulfillment, through professional development taking place by the mobilization of the third cog. Staffs are empowered by the organization to achieve self-actualization and to demonstrate personal effectiveness (Stoll and Fink, 1997). It is only when both the individual and the organization contribute that this third and final cog can begin to rotate. Personal development must be affected before organizational development can be set in play, only then will professional development take place.

The processes of resourcing and development aimed at increasing employees skills have a direct impact on their attitude i.e. motivation, commitment and satisfaction (Wright, 2003). Employees' attitudes and behaviors generally depend on the HRD policies and procedures the organization is using. Chew (2004) observed that employee attitudes and behaviors (including performance) reflect their perceptions and expectations, reciprocating the treatment they receive from the organization. Campbell (1990) in his job performance theory stated that employees 'attitudes influence their behavior which in turn influences organizational performance. It has been argued that employees' turnover is heavily influenced by job satisfaction, motivation and organizational commitment, because no employee would like to stay with an organization that is not satisfied with his work (Chiu & Francesco, 2003).

Although, it is argued that satisfaction usually precedes organizational motivation and commitment, it is suggested that job satisfaction and organizational motivation and commitment are strongly interrelated (Bartlett, 2001). Other authors support the view that it is commitment that causes satisfaction (Vandenberg & Lance, 1992).

Lee and Bruvold (2003) stated that comprehensive training activities are positively associated with productivity; reduced staff intention to leave and organizational effectiveness. Raghuram (1994) argues that staffing and training lie at the heart of the processes aimed at developing the necessary skills for maintaining competitive advantage and organizational performance.

Although it is true that the source of competitive advantage refers to the human resources themselves and not to the policies employed to attract, utilize and retain them, recruitment and selection may be considered to be a good starting point for building a pool of superior employee resources and capabilities. Individual and team training and development may be employed to add new skills to the existing employee resources and capabilities.

Susan (2012) consequently, organization should prioritize the development of the human element to maximize talents, skills and ability which will automatically reflect on the company's profit. It pre-supposes that we do need people in order to firm a business which that no business can exist entirely without people. Even a computer auto-mental machine factory has to employ some people, though a conventional plant with similar capacity might require more people. Human resource refers to the capabilities of human persons to perform task this means that those who are not capable of performing tasks will not be regarded as human resources Bervans (2003). Motivation is one of the most important concepts in HRD. In most organizations, it is common to hear the refrain that a particular employee is not motivated and hence his or her performance has taken a backseat. This is the reason companies spend humungous amounts of money in arranging for training sessions and recreational events to motivate the employees.

Motivation can be understood as the desire or drive that an individual has to get the work done. For instance, when faced with a task, it is the motivation to accomplish it that determines whether a particular individual would complete the task according to the requirements or not.

Further, the absence of motivation leads to underperformance and loss of competitiveness resulting in loss of productive resources for the organization. It is for this reason that the HR managers stress on the employees having high levels of motivation to get the job done.

Findings

The findings are:

1. That there is a relationship between staff training and the output of the staff of Idemili South local government council.
2. That career counseling affects employee commitment to the realization of organizational goals in Idemili South local government council.
3. That human resource development affects employee motivation in Idemili South local government council.

Conclusion

This study aimed at examining the relationship between human resource development and employee performance in Idemili South local government council. Different past researches indicated that there is a positive relationship between human resource development and employee performance. The findings of this present study also revealed a strong and significant relationship between human resource development and employee performance. The result is supporting to empirical findings of Nwachukwu (1992); Okechukwu & Tonye (2014); Olusegun and Adenugba (2013) etc that human resource development positively impacts on the performance of organizations. Moreover, in line with the findings of this study, it can be concluded that human resource development has a positive relationship with employee performance.

Recommendations

1. Since there is a relationship between staff training and output of the staff, there is the need for the management of the local government to institute measures to ensure that all staff were made aware of and had adequate knowledge of its training policy. All fora must be used to disseminate the policy to all staff. At best the staff training policy could be made available to staff at the time of recruitment and emphasized during annual and union meetings.
2. Sufficient commitment to the realization of organizational goals should be encouraged through career counseling. Post training evaluation should also be exercised in order to increase the effectiveness of human resource development program to be held in the next session, to help participants to get feedback for their improvement and to find out to what degree the human resource development objectives are achieved.
3. Moreover, effective and efficient employee performance can be ensured in system if employees get the required human resource development programmes like workshops and seminars. Thus, conducting on the job and off the job human resource development using selection criteria, creating strong link between performance and reward, practice of non-monetary incentive such as recommendation letter is essential. Besides, making the performance assessment system more

open and carrying out continuous follow up, strengthening the monitoring and evaluation role and providing the necessary technical and interpersonal support to make the human resource development process more sustainable.

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