

# The Effect of Human Resources Development on Organizational Productivity

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## **ABSTRACT**

This paper is “The Effect of Human resource Development on organizational productivity.” The study aims to determine the extent at which effective human resource development can enhance productivity in order to reduce poor performance in organization, to determine the efficiency of human resource training and development in organization growth, to ascertain if human resource development have any significant impact on organizational profitability, to determine and identify the factors affecting human resource development and organizational productivity and to ascertain the attitude of the senior management and other employees on the need for proper utilization of available human resources which have tremendous effect on the firm’s profitability. The five research questions and three hypotheses were formulated in line with the objectives of the study. To achieve the aims of the study, data were collected from both primary and secondary source. Data collected were analyzed by use of means, variance and standard deviation and the three hypothesis formulated were tested using z-test statistical tool. Based on the analysis, the study found that human resource development is very vital to any organizations ranging from small to large scare enterprise since it is well known that no business can exist entirely without human being also that one of the major functions of human resource development is the engagement of people to work in order to achieve sales growth and profitability another finding is that the method of training and development as gathered from interview contracted by the researcher are just by reason of the problems the company has due to lack of fund. Based on the findings of the study, the researcher recommends that organization should inculcate the habit of attending seminars and conference, the company should make sure that the effort of employers are appraised from time to time to find out how they contribute to the achievement of organizational goals and also educational qualification must be a pre-requisite for the recruitment, selection promotion and placement of workers.

**Keywords:** Human Resource, organizational productivity, management and Motivations

## **Introduction**

The greatest asset of any organization is its human resources that ensure that achievement of the company’s goal and objective. (Source: Human resource Article 2012). It is unfortunate that

most company's organization have neglected the development and management of their chief asset which is human resource (human resource Article 2012).

According to Susan, (2012), human Resource Management is the function within an organization that focused on recruitment of, management of, and providing direction for the people who work in the organization. It is also a strategic and comprehensive approach of managing people and the work place culture and environment (Susan, 2012). Effective Human resource management enables employees to contribute effectively and productivity to the overall company direction and the accomplishment of the organization's goals and objectives (Susan, 2012).

Human resource management is administrative activities associated with human resources planning, recruitment, selection, orientation, training, appraisal, motivation and also a functions within an organization that focuses on people (Wikipedia, 2012). According to Wikipedia, Human resources is the set of individuals who make up the work force of an organization. Human resource management encompassed activities designed to provide for and co-ordinates, all human element within the organization. This will ensure its stable continuity and achievement. The human personnel element represents one of the company's largest investments. Susan,(2012). Consequently, organization should prioritize the development of the human element to maximize talents, skills and ability which will automatically reflects 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. There arises the need for proper planning of these people employed otherwise known as "Manpower planning" (Source: eHow contributing writer).

Most organization does not have plans for the development of their members of staff. Once those people are recruited, the companies do not orientate them, neither do they train them to acquire other modern skills or improve upon their talents and educational qualifications they came in with.

Companies under study need to equip their labour force which will boost quality product and profit making of their organization. Human resource development makes sure that manpower planning in an organization is not static but an ongoing process source Human resource Article (2009). It focuses on raising productivity through improved quality, efficiency, cost reduction and enabling customers concentrate on their core business activities.

According to Wikipedia 2012, Human resource is also known as human capital for utilization, harnessing, development and direction of a nation's objective. It is also all about the formation of values and attitude. Therefore, human resources development is a universal norms and not a view concept. There is no industry, firm, organization, business enterprises, nation etc. that can boost a political, economic and social stability, quality product and profitability without adequate human resources in place.

In recent years, it has been noted that good number of business establishment are having poor performance as a result of lack of effective and efficient human resources.

Business is full of uncertainty and the understanding of labour contribution or human resources development is vital for management especially in the areas of boosting organizational productivity and as well its profitability.

The challenges of lack of skilled labour, heavy competition among firms, technological problems, low productivity and to mention but a few leads to a high rate of poor performance and poor product implementation while placing a serious limitation on product expansion and increase in productivity. It is against this background that this study is being carried out to appraise human resources development in organizational productivity and profitability.

The specific objectives include:

1. To determine the extent at which effective human resources development can enhance productivity in order to reduce poor performance in organization.
2. To determine the efficiency of human resources training and development in organizational growth.
3. To ascertain if human resources development have any significant impact on organizational profitability.

### **Hypotheses (null)**

- (1)  $H_0$ : The Effective human resources development does not enhance productivity in order to reduce poor performance in an organization.
- (2)  $H_0$ : The efficiency of human resources training and development does not result in organizational growth.
- (3)  $H_0$ : Human resource development has no significant impact on organizational productivity.

### **Literature Review**

#### **Concept of Human Resource Management**

Human resource management is a discipline, a professional specialization that has developed in recent years as a broad spectrum, encompassing various field incorporated and synthesis with certain element of personnel management organizational behavior industrial and labour relationship etc

According to Susan, (2005), Human resource management is the function within an organization that focuses on recruitment of, management of and providing direction for the people who work in the organization. Human Resource management can also be performed by line manager. Human resource management is the organizational function that deals with issues related to people such as compensation, hiring, performance management, organization development, safety, wellness, benefits, employee motivation, communication, administration and training. Susan, (2012). Human resource management is also strategic and comprehensive approach to managing people and the work place, culture and environment. Effective Human resource management enables employees to contribute effectively and productively the overall company direction and the accomplishment of the organization's goal and objectives. Susan (2012).

The critical nature of human resources in an organization as a factor of success or failure of management is put by Renses Lickert (2005 ) as follows:

All the activities of any enterprise are initiated and determines by persons who make up the institution, plant, offices, of all the task of management, managing the human component is the central and most important task because all else depend on how it is done. Human

resource management refers to the policies and practices involved in carryout the human resources aspect of management position including human resource planning, job analysis, recruitment, selection, orientation, compensation, performance appraisal, training and development and labour relations (Dressler, 2007).

Human resource management is composed of the policies, practices and system that influence employee's behavior, attitude and performance (NOC, Hollen Beck, Gerbat and Wright (2007).

According to Renuks Vembu (2010), Human resource is touted as the most important, influential and impactful asset of an organization. Onah designed human resource as consisting of men and women working for an organization irrespective of the post they occupy or holding in organization. Since the use of human resources and manpower are the same then, it indicates that human resources means having the right people possessing the right skills in place at right time. Lazar, (2001).

According to business dictionary (2012), human resource is the division of a company that is focused on activities relating to employees. These activities include recruiting and hiring of new employee, orientation and training of current employees, employee benefit and retention formerly called personnel.

Human resources is the set of individuals who make up the workforce of an organization. Human capital in sometimes used synonymously with human resources, although human capital refers to a more narrow view that is, the knowledge the individual embody can contribute to an organization. Other terms sometimes used include manpower, talent, labour or simply people. Holton and Trolt (2005).

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).

Lazar (2001) stated that human resources ensure the right number of people and at the right time doing the right thing to ensure that goal of the organization are achieved. It is important to note that its the individual that determines and chooses in what type of organization's human resources she wants to belong. This means that people are not forced to belong to the human resources for an organization rather it is a person's determination, zeal, expertise and ambition that make one belong to the work force of the organization.

Therefore human resources are the most important asset of an organization. It forms a greater and reasonable portion of organization's resources. Human resource is directly connected to the success of an organization and therefore must be planned, the process by which management attempts to provide for its human resources to accomplish its task is called manpower planning.

### **Function of an effective Human Resources Management.**

According to Dirk Huds (2010), an effective human resource management involve maintaining and improving all aspects of a company's practices that affect its employee from the day of his recruitment to the day that he leaves the company;

aHiring:- Human Resource manager must devise the most efficient and cost-effective means of advertising and recruit for vacant positions in the company. Human resource management team must devise and implement the selection procedures undertaken to choose the most suitable candidates

- bFiring:- The Human resource manager must ensure consistency of procedure regarding dismissed. Not only must he abide by government regulation regarding the right to appeal and to compensation, he must also follow correct procedure to protect the company prosecution for unfair dismissed
- c. Review:- The Human Resource management team will devise and oversee a comprehensive review program applicable to all members of staff. This process will provide a platform both for management to assess the performance of the employee and for the employee to raise questions and concern that she may have. The review process may result in extra training, a salary or bonus review or occasionally, a disciplinary procedure.
- d. Welfare:- The HR manager is responsible for ensuring their general well being during their time with the company . They must keep staff members up to date on current health and safety procedures, as well as ensure that payroll will and benefit payment are processed and policies concerning them are kept current.
- e. Legal:- It is the responsibility of HR department to remain aware of any change in employment law and adjust the policies of the company accordingly. Operating in conjunction with the company's legal team, the HR management staff must ensure legal compliance with legislation concerning maternity pay and leave, equal opportunities, discriminating practices and right to appeal dismissal. A therefore, working knowledge of employment law is essential running out of a human resource department.

### **Shortage of Human Resources in an Organization**

Once a person gets employed, he/she automatically becomes human resource of that organization. The precautions of social, environment, political and economic factors which have forced many organizations to retrench their workers, makes the organization to produce far below capital utilization. Human resources of any organization hold the key to its survival, profitability and sales growth which entails prosperity, future economic and social development. Every organization need three main resource to survive (Van well; 2010, they include

- Financial resources
- Physical resource which include material
- Human

Any organization needs money to pay its staff and buy essential materials or equipment for operation. There is no organization with human resources. Even though an organization has got all the money and machine or material needs, it must still find capable people to put them into effective use. It is therefore logical to claim that human resources are the most important of the three essential resources of an organization. Because no matter the amount of capital invested in an organization its success or failure depends on the quality of people who executive its programme. (Nwankwo, 2000).

Most organization tries to maintain strong human resource for optimal performance. Inorder for organization to survive, it must train and develop its human resources, for it is the human resources that hold they key to its survival, prosperity, future economic and social development since the success of any organizations also ensures that the available human resources are

motivated adequately. This is because once an individual are satisfactorily motivated, the organization stands to benefit.

### **Personal Management**

Edwin B. Plippo states that personnel management is the planning, organizing, directing and controlling of the procurement development, compensation, integration and maintenance of people for the purpose of contributing to organizational, individual and societal goals. The essence of human resource management in organization is to organize or perform activities that will help an organization acquire these diverse human resources that can help an organization operates its core technology in order to attain its goals.

### **Function of a personnel manager**

According to Blogger (2010); Functions of a personnel manager involves two categories.

- (1) Operational function
- (2) Management function

The operational function include:

- (a) Procurement
- (b) Development
- (c) Compensation
- (d) Maintenance
- (e) Integration
- (f) Separation
- (g) Utilizing

**Procurement:** deals with recruiting the required number of employs with due qualification and experience keeping in view the importance of achieving the objective's set before the organization, it is mainly concerned will hiring the right people, in the right place, at the right time.

**Development:** This aim at improving the skills and efficiency of the workers through training and education of employers. They include activities like training, seminars, group decisions, education etc.

**Compensation:** This is of great importance to an organization (employer) and labour force (employee) relationship. It deals with the method and standard of remuneration and terms of employment

**Maintenance:-**deals with the continued maintenance of good working condition for the employee. The include maintaining the physical condition of the employee, healthy and safety condition in the work environment.

**Integration:** aims at reconciling the interests of the workers with those of the organization and the society at large. It involves dealing with the feelings and attitudes of the personnel in conjunction with the principle and policies of organization.



**Utilizing:-** aims at using the services of the employee to the best possible extent to achieve organizational goals and objective. It includes incentive scheme and scheme for sharing the profits from higher productivity.

**Separation:-**The last operative function which deals with the problem of employee retirement. The organization through the department of personal management is responsible for meeting certain requirements of due process on separation as well as assuring that the returned employee (Personnel) is in as good shape as possible

### **Human Resource Planning**

According to Wikipedia (2012) Human resources planning is the process that identifies current and future human resources need for an organization to achieve its goals. Human resources planning should serve as a link between human resource management and the overall plan of an organization. The planning processes of best practice organization not only define what will be accomplished within a given time frame, but also the numbers and type of human resources that will be needed to achieve the defined organization goals.

Wisk Geek (2012) described Human Resource Planning as classic Human resource administrative functions and the evaluation and identification of human resources requirement for meeting organizational goal. It also requires an assessment of the availability of the resources that will be needed. Human resource planning is one way to help a company develop strategic and predict company's needs in order to keep their competitive edge.

Effective people management and development is key to achieving improvement, unless the company can attract, retain develop, manage and motivate its employees it will find it more difficult to meet the increasing demand for service improvement, modernization and high performance (source: Human resource circular (2005). Workforce (human resource) planning is the process of getting the right people, with the right skills in the right jobs at the right time Lazar (2001).

Workforce(Human resource) planning means

- Identifying current and future number of employees required to deliver new and improved services. Analyzing the present workforce in relation to these needs.
- Comparing the present workforce and the desired future workforce to highlight shortage surpluses and competency gaps.
- Analyzing the council's diversity profile at all levels against that of the local population (Human resource circular 2005).

Human resource planning may be defined as a strategy for the acquisition, utilization, improvement and preservation of the human resources of an organization. It is the activity of the management which is aimed at coordinating the requirement for and the availability of different types of employees. This involves ensuring that the company has enough of the right kind of people at the right time and also adjusting the requirement to the available supply: Lazar (2001).

The major activities of Human resource planning include

1. Forecasting future manpower requirement

2. Inventorying present manpower resources and analyzing the degree to which these resources are employed optimally.
3. Anticipating manpower problems by projecting present resources into the future and comparing them with the forecast of requirement (Block- 1)
4. Planning:- the necessary programmes of recruitment, selection, training etc for resource Development future manpower requirement. Source units (2012)

### **Objective of Human Resource Planning**

The objective of human resource planning is to bring about an intelligible and realistic understanding in the minds of management that the organization adapts to technological, social, political, economical and environmental changes more rapidly and effectively according to the needs of time and situation.

Further to individual, it affords opportunities for growth and development of his skills, talent, personal capacities as a human being are utilized fully both to the advantage of organization. Human resource planning helps management to manage transfers, posting and succession policies and it helps companies and national Human resources department management effectively by supply them required information and data (Human resource Article (2012)

According to jim franklin (2010), the objective of Human resource planning is the hiring, development and retention of employees in the achievement of organizational goals. This include analysis of the current workforce and how it aligns with future employment and by planning for the future, human resources create action plans aimed to satisfy organizations goals

- 1) Consider further workforce:- organization use strategic planning to achieve goals. This relates to the organization vision, mission and strategic objective. An organization must analyze its future employment needs if an organization decides it must increase productivity by 25 percent, it may need to grow its workforce by 2 percent if an organization wants to increase market share by moving office into new location, it must consider the human resource requirement
- 2) Analyze current workforce: with future workforce need considered, human resource planning must analyze the competence of the present workforce. Comparing future needs with current workforce strengths and abilities will identify gaps or surplus
- 3) Future preparation: considering workforce surpluses and deficits human resource must prepare action plans for the workforce. This include identifying the type and number if employees needed, employee competency, budget consideration, recruiting and retaining measures and the development and training of employees
- 4) Evaluation process: Ensuring objective are being met by this future workforce requires an evaluation process. This will determine if workforce is adequate to satisfy strategic goals. Planning for this process now will be more early and quickly identify future workforce gap or surpluses.

According to UNITS (2012), the 3 main objective of Human Resource planning are

- i) To ensure optimum of human resource currently employed.
- ii) To asses or forecast future skill requirement.



iii) To provide control measures to ensure that necessary resource are available as and when required.

Other objectives according to Human resource article, 2009 include

- i) Determine recruitment level
- ii) Determine optimum training level required
- iii) Use exiting manpower productivity promote employee in a systematic manner.
- iv) Obtain and retain the quantity of human resources it needs at the right times and place.

#### **Four Phases of Human Resources Plans**

- (1) Gathering and analyzing data
- (2) Establishing objective
- (3) Designing and implementing programs
- (4) Monitoring and evaluating these programs

#### **Need/Roles of Human Resource Planning**

According to Gaurav Akrani he listed the roles or the need of human resource planning in an organization: they include

- (1) To make optimum utilization of human resource. Human resource planning helps to make optimum utilization of the human resources on the organization. It helps to avoid wastage of human resources
- (2) To forecast manpower requirement:- it helps to forecast the future manpower requirement of all organization. It helps to forecast the number and type of employees who will be required by the organization in a near future.
- (3) To provide manpower:- Every organization requires manpower to conduct its business activities. It helps different types of man power as per the need of the organization.

#### **Steps in human resource planning**

Human resource planning is done by the human resource department manager. According to Manoj Patil (2012) points out various steps involved in human resource planning which include.

- (1) Review of organizations objectives: The manager is required to study the objective of the organization. Then he prepares a list of all the activities that are required to achieve the objective. He also does job analysis.
- (2) Estimation of manpower requirement:- He estimates the manpower requirement of the organization. He finds out how many people (manager and employers) will be required to do all the jobs in the organization. Estimation manpower requirement of the organization. He finds out how many people (manager and employees) will be required to do all the jobs in the organization. Estimation of manpower requirements must made in terms of quantity and quality

- (3) Estimation of manpower supply: He estimates the manpower that is, he finds out how many managers and employers are available in the organization.
- (4) Comparison of manpower:- The manager then compares the manpower requirement and manpower supply.
- (5) In case of no difference:- if there is no difference between the manpower requirements and the manpower supply then the HRD manager does not take any action. This is because manpower requirements are equal to the manpower supply.
- (6) In case of difference:- if there is a difference between the manpower requirement and the manpower supply the HRD manager takes the following actions.
  - (a) Manpower surplus  
If the manpower requirement is less than the manpower supply then there is a surplus.
  - (b) Manpower shortage  
During manpower shortage, the HRD managers take the following actions
    - (a) Promotions
    - (b) Overtime
    - (c) Training to improve quality
    - (d) Hire staff from outside
- (7) Motivation of manpower:- Human resource planning also motivates the employers and managers by providing financial and non-financial incentives.
- (8) Monitoring manpower requirements:- the HRD manager must continuously monitor the manpower requirements. This is because many employees and managers leave the organization by retirement etc and new work force must take their place to fill the manpower gap. This helps in uninterrupted functioning of the organization.

### **Impact of Human Resource Planning**

Adequate human resource planning has a great impact in the organization, it will result in the achievement of organizational goals and objectives and also good performance and high productivity in an organization.

According to Todd Barol (2012) he postulates that a poor human resource planning has a great impact on the organization or company. Human resource plays a necessary and invaluable role in administrative functions within the organization. Human resource manages payroll, benefit, recruiting and hiring employees and acts as a link between staff and management since HR manages such a different assessment of responsibilities, a disorganized and incompetent place of work can be the outcome if the department fails to plan distinctive responsibilities effectively. Some of the results include

- (a) Unproductive staff which are not engaged or involved in their profession.
- (b) Lack of motivation which ultimately results in decreased productivity.
- (c) Unorganized and poorly planned recruitment and hiring of employees
- (d) High employee turnover can be a result of poor planning from HR.
- (e) Employment and labour regulations can be negatively impacted by poor planning. This is a very important role of Human resource to ensure safe guards the company complies with laws and regulations.
- (f) Without proper employee screening it opens up the possibility of hiring unqualified workers or workers with criminal past to receive employment.

Keeping the employee well informed, trained and effective in their occupation requires effective planning by human resource. Productivity is one of the most essential components of a successful business but this can only be achieved with quality employee who is engaged and enthusiastic about their task. (Barol, 2012).

### **Training and Development**

Human resource is systematic process of training and growth, by which individual gain apply knowledgeable insight and attitude to manage organization, work effectively. It emphasize the opportunity to apply ones knowledge and need to learn and grow by so doing knowledge is meaningless unless there is opportunity to apply it and this is achieved through exposure.

Human resource development as a theory is a framework for the expansion of human capital within an organization through the development of both the organization and individual to achieve performance improvement. Wikipedia, (2012). Adam Smith states “the capacities of individual depended on their access to education”.

It is the integrated use of training, organization and career develop effort to improve individual, group and organizational effectiveness. HRD develops the key competencies that enable individuals in organization to perform current and future job through planned learning activities. It is the organized activities arranged within an organization in order to improve performance and /or perform general growth for the purpose of improving the jobs, the individual/or the organization. It includes planning and development, careers development, organization development.

According to Susan, (2012), 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. That is having focuses on technical skills, supervisory skills, and relatively specific areas of accounting methods, material management and planning techniques.

Oladunmi stated in his write up that manpower development is concerned with obtaining the best possible staff for an organization and got them and look after them so that they will explained that manpower development address itself to obtaining, retaining and motivating employees in the work situation-

- i) Making for an accommodation
- ii) Organization climate
- iii) Filling appropriate individual to jobs
- iv) Looking after their welfare
- v) Deterring for evaluating performance
- vi) Planning and forecasting manpower needs of the organization.

These pave the way for mental development of employees through training and development policies and programmes in order to make for better qualified employees. According to Aniago and Ejiofor, Nigerian manpower problem is not essentially an educational problems rather it lies on the inefficient utilization of human resources” from the above, Hacket said that if we invest in machines, we must loss in depreciation, but if we invest in people, we may found out

that they appreciate in values as they again experience of business. Human resources requirement should be based on task analysis that are conducted during functional allocation process and consider all factors, overload, environmental condition and reduced visibility.

### **The Need for Human Resources Development**

The importance of human resource development in nation development has been extensively discussed and demonstrates by outstanding scholars all over the worlds.

Harbison (1993) human resources are not capital, neither income nor material resources constitutes the ultimate basis for the wealth of a nation. Capital and natural resources are passive factors of production; human beings are the active agents who accumulate wealth, exploit material resources, build socio-economic and political organization and carry out national development. Highly skilled human resources is a pre-requisite for overall economic and national development. He states that security of qualified personnel has impeded the economic growth and development in Nigeria. The overriding importance of human resources development without which we overcome the continuing shortage of trained people as we strive to throw off the bonds of economic backwardness and seek to achieve the socio-economic objective of our national development plan.

In all economic activities, human effort is necessary to work machines, milk cows, harvest crops, load a van, sell goods, keep accounts and so on. This human effort which is vital to production is called labour. It can be manual (working with one's hand or it can be mental labour using head or brain). The economists are interested in:

**(a)** The quality of labour: where it is good or bad depends on several factors such as education and training, personal health, organization of labour work conditions, attitudes towards the work, relationship between the senior management and the low level worker.

### **Problems of Human Resource Development**

- a. The ability of most manufacturing company's to manage their resources effectively
- b. Many constraints impeding the implementation of such programs.
- c. High rate of absenteeism and high labour turnover which is a factor of poor service conditions and poor management development programs.
- d. Inadequate supply of materials and spare parts for the servicing and maintenance of equipments most of which are old, obsolete and even need changing.
- e. Lack of motivation.

### **Increasing Workers effectiveness**

One of the major objectives of any formal business organization is profit maximization but cannot be achieved satisfactorily without an efficient and effective workforce. Staff training and development is one of the ways of improving effectiveness.

### **Organizational Productivity**

Organizational productivity (output /input). Organizational productivity measures how well an organization function and also an indication of efficiency and competition of a single or department.

According to Mali (2008) –productivity was seen as a measure of how well resources are brought together in an organization and utilizes for accomplishing a set of result. Productivity is at the highest level of performance with the least expenditure or resources. It is often seen as the relationship between total output/total input. The effectiveness of the use of the factors of production to produce goods, and services is commonly referred to as productivity.

### **Causes of Low Productivity**

According to Nwachukwu (2004), he identified four major factors of low productivity.

1. Economic factor: This deals with the reward system of employee in Nigeria. There is no correlation between efforts spent by an employee and the rewards that he received in the organization. To encourage higher productivity, it is essential that a system of rewards must be designed that attempts to equate hard work and rewards.
2. Sociological factor: this deals with a situation where employees have a sense of belongings in an organization and recent any efforts on the part of management to perceive and treat them only as cost of production.
3. Management factor: He opined that the success or failure of an organization depends solely on the management. An unproductive and undisciplined supervisor can hardly motivate employees. The study conducted shows that in public sector that low productivity arises due to managers' unwillingness to manage effectively.
4. Technological factors:- This involves the use of new ideas, techniques, innovation, methods and materials to achieve an organizations objective. The lack of proper information to help entrepreneurs select the appropriate technology is one of the major causes of low productivity.

### **High Productivity**

The need attain and maintain high level of product is general accepted in all economics and by employer management and trade union alike it is through such product increases the return to enterprises, investments, can be maximized, raising ways can be achieved the national level. However, some of the pre-conditions of high productivity include the following;

- 1) Production Targets:- This means that each department of an organization must have its objective and relations with other department well known to employees
- 2) Planning and workflow of output: the situation where workforce in term of forwarded and backwards linkages should be well planned to ensure the supply of material or component required by each department and to ensure uninterrupted.
- 3) Physical working conditions:- productivity of worker will surely be impaired. Through employee need to implement the provisions of the factories act by providing safety and health facilities to workers that work.
- 4) Incentive: A motivating factor that increases the productivity of an employee in an organization. In as much possible incentive should be provided in the overall system of re-enumeration.
- 5) Job allocation:- This has to do with allocating work between employees in an organization and should be seen to be fair by all parties.

6) Effective supervision: This is the process where adequate trained supervisor increases the performance of an employee in an organization as they attain and maintain high productivity in the organization.

### **Factor Affecting Productivity**

According to Watt, Murrlick and Schuster (2003) have two broad categories: internal and external forces.

1. Internal forces. These are
  - (a) Management processes: refers to the planning, organizing, integrating, controlling actions that provide the system and moulds for accomplishing tasks.
  - (b) Managerial leadership:- concerned with both looking ahead to set new organizational goals and providing conditions that causes employees to try to do things best.
  - (c) Motivation: refers to the sustained desire of worker to achieve goals.

### **Research Design and Methodology**

The research design was adopted for this study is survey and descriptive design. It carefully prepared to ensure that information obtained is relevant to the research questions and that it was collected by objective and economical procedures. It is made in step-by-step from so as, not only to make the research work simpler for the reader, but, also, to help to clarify the procedure for the investigation or researcher himself.

However, the accessible population of this research is on **Ministry of finance and economic development, Awka**, hence the population of this study involves all the staffs in both accounting, human resources department, selling and distribution sections of the company including the director, who are numerically, total Forty-two (42).

In order to reduce the sample size to a manageable size Thus, The use of the Yaro-Yamane's expression, was used:

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

Where:

n= Sample size

N= Total population

e= Margin of error disturbance

Therefore;

Given that N = 42 (as stated above), and e is assumed to be 5%

Then sample size,

$$n = \frac{42}{1+42 (0.05^2)}$$

$$= 38$$



### Method of Data Analysis

Data collected for the study were analyzed by the researcher using frequency counts, mean score. The three research questions were answered hypothetically; the hypotheses were analyzed in the following order; Data relating to research question one, two and three were analyzed to determine mean score ( $\bar{x}$ ). A mean score of three (3) and above regarded as an accepted mean to test research question. While a mean score of 2.99 and below was regarded as rejection to test the research question. The three hypotheses were tested using Z-test. This was done to ascertain to test significance of different in mean between the two population mean when the sample size is large. The three null hypotheses were tested at 5% level of significance.

$$Z = \frac{\bar{x} - \mu}{\frac{\sigma}{\sqrt{n}}}$$

Where  $\bar{x}$  = sample mean

- $\mu$  = Population mean
- $\sigma$  = Standard deviation
- $n$  = Sample size.

### Data Analysis

A total of thirty eight (38) questionnaires were distributed, out of which thirty-two (32) were completed and retained; however, two of which returned questionnaire was removed because it was not duly completed as required. Thus, the number of questionnaire used for the purpose of analysis is thirty (30) and this however, conforms to the same size needed for this research exercise.

**Table 1: Summary of data collected using five point likert's scale**

	Questionnaires	SA	A	Un	D	SD	Tot	
1	Human resources development is a vital issue which must not be neglected in an organization.	12 (60)	13 (53)	2 (6)	1 (2)	2 (2)	30 (122)	4.1
2	The success of any organization depends on how effective the Human Resource Development has been managed.	8 (60)	12 (48)	4 (12)	5 (10)	1 (1)	30 (111)	3.7
3	The productivity can be enhanced in order to reduce poor performance in an organization.	9 (45)	12 (48)	4 (12)	5 (10)	-	30 (115)	3.8
4	Ineffective utilization of human resources results in poor performance in an organization.	10 (50)	11 (44)	5 (15)	3 (6)	1 (1)	30 (116)	3.9

5	Human Resources Development lead to accomplishment of company's objectives.	13 (65)	9 (36)	1 (3)	4 (8)	3 (3)	30 (115)	3.8
6	Human Resource Training and Development leads to organizational growth.	6 (30)	11 (44)	6 (18)	6 (12)	1 (1)	30 (105)	3.5
7	Inadequate training of employee has an adverse effect on the organization.	4 (45)	9 (36)	5 (15)	1 (2)	6 (6)	104	3.5
8	Lack of adequate skilled workers leads to poor performance and a decline in organizational growth.	9 (45)	11 (44)	4 (12)	1 (2)	5 (5)	30 (108)	3.6
9	Human Resource Development has a significant impact on organizational productivity.	11 (55)	7 (28)	5 (15)	6 (6)	4 (4)	30 (108)	3.6
10	Human resources development leads to high productivity of adequately managed in an organization.	3 (15)	12 (48)	5 (15)	5 (10)	5 (5)	30 (93)	3.1
11	Poor performance of workers is as a result of inadequate orientation by the company/organization.	9 (45)	9 (36)	8 (24)	3 (6)	1 (1)	30 (112)	3.7
12	Adequate training and development of employees result in high rate of performance which in return leads to organizational growth.	7 (35)	11 (44)	5 (15)	4 (8)	3 (3)	30 (105)	3.5
13	Inadequate human resource development has a negative impact on the organizational productivity.	8 (40)	11 (44)	7 (21)	1 (2)	3 (3)	30 (110)	3.7
14	A decrease in organizational productivity is as a result of unplanned human resource development by the company.	8 (40)	7 (28)	7 (21)	4 (8)	4 (4)	30 (101)	3.4
15	An increase in organizational productivity is as a result of effective human resources development in a company.	2 (10)	10 (40)	5 (15)	7 (14)	6 (6)	30 (75)	2.5

Source: field Survey, 2013

### **Test of Hypotheses**

Hypothesis one (null)

H<sub>0</sub>: The Effective human resources development does not enhance productivity in order to reduce poor performance in an organization.

In testing this hypothesis, questions 1 to 5 that contained in table 1 will be used.

$$\text{Mean of population } (u) = \frac{3 \times 30 \times 5}{5} = 90$$

$$\text{Mean of sample } (\bar{x}) = \frac{\sum x}{n} = \frac{579}{5} = 116$$

$$\text{Standard deviation } (\alpha) = \sqrt{\frac{\sum (x-\bar{x})^2}{n}} = \sqrt{\frac{63}{5}} = 3.5$$

$$Z = \frac{\bar{x} - u}{\frac{SD}{\sqrt{n}}} = \frac{116 - 90}{\frac{3.5}{\sqrt{5}}} = \frac{26}{1.57} = 16.6$$

Decision Rule: Accept null hypothesis if the estimate value is less than the table value.

Otherwise, reject null hypothesis and accept the alternative.

Decision: Since the Z – table value is less than the estimated value (1.96 < 16.6), the null hypothesis is rejected and accept the alternative hypothesis (H<sub>1</sub>) which stated that the Effective human resources development enhances productivity in order to reduce poor performance in an organization.

### Hypothesis Two (null)

H<sub>0</sub>: The efficiency of human resources training and development does not result in organizational growth.

In testing this hypothesis, questions 6 to 10 that contained in table 1 will be used.

$$\text{Mean of population } (u) = \frac{3 \times 30 \times 5}{5} = 90$$

$$\text{Mean of sample } (\bar{x}) = \frac{\sum x}{n} = \frac{518}{5} = 104$$

$$\text{Standard deviation } (\alpha) = \sqrt{\frac{\sum (x-\bar{x})^2}{n}} = \sqrt{\frac{154}{5}} = 5.5$$

$$Z = \frac{\bar{x} - u}{\frac{SD}{\sqrt{n}}} = \frac{104 - 90}{\frac{5.5}{\sqrt{5}}} = \frac{14}{2.46} = 5.69$$

Decision Rule: Accept null hypothesis if the estimated value is less than the Z-table value, otherwise, reject null hypothesis and uphold the alternative hypothesis (H<sub>1</sub>).

Decision: Since the estimated value is greater than the Z-table value (5.69 > 1.98), we reject the null hypothesis and accept the alternative hypothesis (H<sub>1</sub>) which stated that the efficiency of human resources training and development results in organizational growth.

### Hypothesis Three (null)

H<sub>0</sub>: Human resource development has no significant impact on organizational productivity.

In testing this hypothesis, questions 11 to 15 that contained in table 1 will be used.

$$\text{Mean of population } (u) = \frac{3 \times 30 \times 4}{4} = 90$$

$$\text{Mean of sample } (\bar{x}) = \frac{\sum x}{n} = \frac{428}{4} = 107$$

$$\text{Standard deviation } (\alpha) = \sqrt{\frac{\sum (x - \bar{x})^2}{n}} = \sqrt{\frac{74}{4}} = 4.3$$

$$Z = \frac{\bar{x} - \mu}{\frac{SD}{\sqrt{n}}} = \frac{107 - 90}{\frac{4.3}{\sqrt{4}}} = \frac{17}{2.15} = 7.9$$

Decision Rule: Accept null hypothesis if the estimated value is less than the Z-table value.

Otherwise, reject null hypothesis and accept the alternative.

Decision: Since the estimated value is greater than the Z-table value (7.9 > 1.98), we reject the null hypothesis and accept the alternative hypothesis (H<sub>1</sub>) which stated that Human resource development has significant impact on organizational productivity.

### Summary of Findings, Conclusion and Recommendations

#### Summary of Findings

The findings from this study are as follows:

- 1) The human resources development is very vital to any organization ranging from small to large scale enterprise since it is well known that no business can exist entirely without human being.
- 2) It shows that one of the major functions of human resource development is the engagement of people to work in order to achieve sales growth and profitability.
- 3) The method of training and development as gathered from the interview contract by the researcher are just by reason of the problems. The company has for instance, the company train less of its employee through role play because of lack of fund to engage in such training.
- 4) From the data gathered, we discovered that the use of qualified staff in the company under study brings about increase in productivity. This means that human resources employed in any organization whether profit or non profit oriented, small or large scale should be able to manipulate other resources of the company to see to their full efficient utilization so that productivity will positively affected.

#### Conclusion

Considering all that has been discussed, the review of related literature and research findings obtained in this study, it has been established beyond every reasonable doubt that human resources development, motivational tools, training etc. make workers to be more effective to their various job. Though the analysis of the subject matter centers on private enterprises, the need for the study is in recognition of the fact that in all aspects of human endeavours, is it private or public companies. It is no longer necessary to lay undue emphasis on what effective human resources development can do to any organization that imbibes the practice.

#### Recommendations

As a result of the various finding emanating from the study, the following recommendations which the research work is hereby suggested:

- 1) The management having seen human resource exercise as a vital aspect in organization, should be encouraged to finance it, seeing that the company is one that makes use of highly trained personnel, lack of funds as a problem should not be allowed to hinder effective implementations development.
- 2) Educational qualifications, more especially of technical qualifications should be a pre-requisite for recruitment, dilution, placement, promotion appraisal and lay off of workers. This means that the company under study should adjust their work/responsibility by engaging more qualified staff so as to help utilize other resources well for their effective productivity.
- 3) Organizations ought to inculcate the habit of attending seminars, and conference. These are avenues where new skills are developed and discovered. It not only helps to train and develop the worker but also offers powerful labour force that help to the organizational growth in sales and profitability.
- 4) Human resources training and development should be adopted in our business concern in a big way because these employees even when they are the right people at the job need to be updated and modifies considering our dynamic environment.

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