

DYNAMICS OF HUMAN RESOURCE DEVELOPMENT STRATEGIES IN ENHANCING EMPLOYEES' PERFORMANCE IN NIGERIAN BROADCAST INDUSTRY

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Abstract

The human resources is the most important resources an organization can boast of in the 21st century workplace since organization are run and steered by people. In today's world of work, fundamental transformations in working structures are taking place. Organizations face complex and dynamic environments that have been attributed to increases in globalization and competitiveness. This study examined the dynamics of human resource development strategies in enhancing employees' performance. The study adopted a survey research design. The study population comprised of thirty members of staff of Sobi FM, Ilorin. Primary data was collected through a structured questionnaire. Data was analyzed using regression analysis and the hypotheses were tested at 5% level of significance. Findings of the study revealed that human resources development strategies have a significant impact on employees' performance. Based on the findings of the study, it was recommended that organisations should continually engage in practices that can develop the capacity and capabilities of employees; this will consequently ensure that the overall organisation objectives are achieved.

Keywords: *Training and development, Competitive reward system, Career development, Employee performance.*

Introduction

Human resources are been regarded as the driver of all other resources in an organization, since organization are run and steered by people. Employees in organizations bring their human capital to bear in organizations. As a matter of fact, all other type of resources (money, material, machines) cannot be optimally utilized without the human resources (Ibikunle, 2014). This fundamentally implies that human resource is the greatest asset of every organization as it represents a critical success factor in every organization and every field of human endeavour. Thus, it has to be effectively managed if organization is to achieve their maximum potentials and goals. The performance of an organization is dependent on the sum total of the performance of its members (Ojokuku, 2012).

The critical role of human resources has made organisations to place particular emphasis and importance on the development of human element in order to ensure optimal utilizations of their skills, talents and ability which will undoubtedly enhance employee performance and the organisation performance as a whole. Job satisfaction commences with the recruiting of right people and continues with practicing programs to keep them engaged and committed to the organization (Armstrong, 2009). Armstrong (2010) contends that companies with high quality human capital perform better in marketplace, and deliver higher and more consistent returns to shareholders, than companies with mediocre workers. Sustainable competitive advantage requires satisfaction of employees for retention to the knowledge base of an organization. Furthermore, Susan (2012) explained that 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.

Development of human resources in an organisation is very important as it is basically concerned with harnessing the talent, creativity and diversity of our employees who bring their human capital into the organization. It entails organization's emphasis on improving the knowledge, ability, skills, and other talents of their employees. Thus, the totality of the process by which an organization adds value to their employees in terms of professional education, career training, and growth opportunities is what human resource development is all about. Its importance cannot be overstressed and overemphasized simply because organizations recognize that any value added to an employee is value added to the organization, and employees are eager for the opportunities to develop their skills and add value to their companies (Armstrong, 2012).

The need to retain human resource who are top performers with innovative minds that can break new grounds, add value to the organization and exert themselves more optimally is an herculean task that organisations strives to achieve (Armstorg, 2010). However, a good number of business establishments especially those in the broadcasting industry are having poor performance because of inefficient formulation and development of strategies and practices that can facilitate enhanced employees satisfaction and performance. The dynamic, discontinuous and turbulent nature of business environment has made business firms operating in the twenty first century regardless of their nature and size to recognise and understand the immense role of developing human resources (Khanka, 2011). 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.

Objectives of the Study

The objectives of this study were to;

- i. determine the impact of training and development on employees' performance,
- ii. investigate the effect of competitive reward system on employees' performance, and
- iii. examine the effect of career development on employees' performance.

Literature Review

Conceptual Crystallisation

Human Resource Management

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 (Khanka, 2011).

Human resource is the most important, influential and impactful asset of an organization. Jackson and Schuler (2000) described human resource as consisting of men and women working for an organization irrespective of the post they occupy or holding in organization. Lazar (2001) opined that human resources management deals with a process that ensures that an organisation has the right people possessing the right skills in place at the right time.

The human resources department is one of the functional areas of management that is saddled with the responsibility of managing employees through series of activities that includes job analysis, human resource planning, recruitment and selection, induction, orientation placement, training and development, performance appraisal, employee welfare services and benefits etc. 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 Resource Development Strategies

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 (Armstrong, 2010). Human resource development emphasizes on training and development of human capital. Thus, massive investment and expenditures must be made on capacity development programmes. This includes both on the job training such as job rotation, apprenticeship, mentoring. Organization continually train and retrain their human resources as this helps to sharpening their skills, capabilities and competencies for improved productivity and it is highly

recommended that efforts in this regard is sustained and improved in line with employee training needs.

Career Management

Organizations may also contribute to career identity by providing abundant opportunities for self-development, opportunities for advancement and mentors (Dargham, 2013). Van Dam (2004) found that people who experience more organizational support have a higher employability orientation. Human resources management entails attracting and retaining human resources in an organization. Organizations must continually evolve strategies and practices that will attract human resources into the organization. Attracting employees is not a one stop shop if they are not continually retained. Thus, organizations usually employ career development strategies and programs to significantly improve employee satisfaction and retention in order to reduce turnover and its associated costs. This would ensure that the retained human resource continue to deploy their human capital in achievement of the organizations vision and mission (Kraimer, Seibert, Wayne, & Liden, 2003). This is so because when employees come into the organization, one of the critical factors that are considered about the organization is the extent to which they can create an enabling environment for development of their careers. This will determine whether to accept the offer of employment or reject. Thus, it is therefore recommended that all practices that constitute the focal points and cornerstone of career development must be sustained and improved.

Competitive Reward System

The compensation and reward system must support the sharing of knowledge and talent. It is important to reward those employees who contribute more in knowledge sharing in the organizations and on the same time it should be made sure that employees understand the importance of talent management. A competitive reward package system is one that is put in place to ensure that human resources are not only attracted to the organization but also retained (Armstrong, Brown, & Reilly, 2011). These organizations must consider by taking into consideration what competitors within the same industry are offering. The use of fringe benefits to complement the competitive reward package also facilitates human resource development. Other strategies included provision for breaks and range of benefits like pensions (Armstrong & Murlis, 2007).

Employee Performance

The discourse of performance has received significant attention from researchers in the various areas of business and strategic management (Armstrong & Baron, 2005). The concept of performance is based upon the idea that an organisation is the voluntary association of productive assets, including human, physical, and capital resources, for the purpose of achieving a shared purpose (Barney, 1999). Those providing the assets will only commit them to the organisation so long as they are satisfied with the value they receive in exchange, relative to alternative uses of the assets. As a consequence, the essence of performance is the creation of value. So long as the value created by the use of the

contributed assets is equal to or greater than the value expected by those contributing the assets, the assets will continue to be made available to the organisation and the organisation will continue to exist (Mohammadzadeh, Aarabi & Salamzadeh, 2013).

The strategic importance of the concept of employee performance cannot be over emphasized as it holds a central position in the management of all organisations, whether private or public as well as in the field of organisational research (Lebas, & Euske, 2002). If employees are better exposed to human resource development strategies, it will facilitate efficient discharge of duties and responsibilities. Job performance, employee satisfaction, employee loyalty, employee commitment and employee motivation would subsequently be enhanced also (Kiragu, 2005).

Theoretical Analysis - Human Capital Theory

Human capital theory explains how the human capital of employees are nurtured and developed in an organisation. Human capital theory specifies a particular mechanism through which education level is positively correlated with income. The continuous development of employees with education would increase skills, and these in turn increase productivity; higher productivity is then rewarded through higher earnings (Becker, 1962). Early contributors to the theory such as (Becker, 1964) concluded that individual earnings were largely an outcome of how much workers invested in developing their skills and knowledge. Therefore, individuals with higher levels of human capital can contribute at a higher level in organisations.

The relevance of this theory is that if organizations pursue goal congruence, and focus more on retaining top performers, the huge amount invested in top performers pays off with long term benefits to the organization. If employees are adequately invested in, well managed and retained, they will be innovative and creative, readily useful and available to the organization to do the right job for all the right reasons and goal achievements becomes glaring and tangible (Becker, 1975).

Empirical Review

Wehelmina (2017) conducted a study that investigated the Impacts of Human Resource Development, Organizational Commitment, and Compensation on Employee Performance using Sulut Bank in North Sulawesi as a case study. The study has a population of 125 respondents and a sample of 62 employees was drawn from the company. The study made use of primary data with the aid of a structured questionnaire. The data collected were analyzed using double linear regression statistics. Findings from study revealed that human resource development significantly impacts on the employee performance. Also, organizational commitment has some significant impacts on the employee performance while there was also a positive relationship between compensation and employee performance.

Udu and Ewans (2017) conducted a study on human capital development and employee job performance using Double Diamond Plastic Manufacturing Firm, Aba, Abia State, Nigeria as a case study. The study employed primary source of data with the aid of a structured

questionnaire. Pearson's product moment correlation was used to analyse the data and determine the direction and magnitude of the relationship between the studied variables. Findings from the results revealed a positive correlation coefficient (r) of (0.97) and the result on the second objective shows a positive relationship between off-the-job training and worker efficiency. This also was shown by a positive correlation coefficient (r) of (0.84). The implication is that increased in human capital development enhances employee job performance, which in turn, leads to increased organizational performance.

Onwumelu and Ikechukwu (2018) conducted a study that examined the impact of human capital development on employee performance with emphasis on selected oil service firms in Rivers State, Nigeria. The study population was 150, while the sample size was 109 that was arrived at using Taro Yamane formular. Chi-square was used to analyse the data and test the hypothesis at 5% level of significance. Findings revealed that training had a positive impact on employee performance. Also employee educational level impact positively on the performance because of the chi-square calculated value is 70.862 greater than the chi-square tabulated value of 9.49.

Methodology

The research is a survey research design as it is concerned with finding out the respondents' perception towards human resource development strategies and its effect on employee performance. Primary data with the aid of a structured questionnaire was used to elicit information from the respondents. The dependent construct which is employees' performance was measured with the aggregation of variables such as employee commitment, employee loyalty, employee job satisfaction, employee commitment and job performance. Also, the independent construct which is human resource development was measured with variables such as training and development, competitive reward system and career development. The population for the study consists of the thirty employees of SOBI FM, Ilorin. A census study was carried out in line with Otokiti (2010) since the entire population was less than fifty, thus all the population was considered for the study. Data collected were coded and analyzed with descriptive statistics while inferential statistics of regression analysis was used to test the formulated hypotheses at 5% level of significance using STATA 11.0 computer statistical software package.

Results and Discussion

Test of Hypothesis I

H_{01} : Training and development does not significantly impact on employees' performance

Table 1: Regression Analysis showing the impact of training and development on employee performance

Model 1		R ²	Adj R ²	P (Value)	
		0.8272	0.8221	0.0000**	
		Number of Obs.	30		
Variable	Coef.	Std. Error	Z	P> z	[95% Conf. Interval]
Training and dev	.3410455	.0535642	3.37	0.002	.2354225 .4466685
Training Budget	.0188017	.0625924	0.30	0.034	.104624 .1422274
Learning and development	4227637	.0536275	5.88	0.001	.3170157 .5285116
On the job and off the job	.1647032	.0524457	5.14	0.000	.0612857 .2681208
(Constant)	.2610348	.216396	1.21	0.229	.1656758 .6877453

Source: Researchers' Analysis (2019) using STATA version 11. (Statistically significant at 5%)

The regression analysis results obtained in the impact of training and development on organizational performance shows that the R² Coefficient (0.8272) which is the coefficient of determination indicates that the explanatory variables account for 83% of the variation of influence training has on employee performance. Given the adjusted R² of 82% with 0.0000 at 5% level of significant. This is an indication that the independent variables in the model jointly and significantly explain how training and development influences employee performance. Therefore the null hypothesis is rejected and alternate hypothesis is accepted which implies that training and development have significant impact on employee performance. This is in line with the previous studies of Udu and Ewans (2017), Wehelmina (2017), Onwumelu and Ikechukwu (2018) who concluded in their studies that training and development significantly impacts on employee performance.

Test of Hypothesis II

H_{01} : Competitive reward system does not significantly impact on employees' performance.

Table 2: Regression Analysis showing the impact of competitive rewards on employees' performance.

Model 2		R ²	Adj R ²	P (Value)		
		0.7951	0.7930	0.0000**		
		Number of Obs.	30			
Variable	Coef.	Std. Error	Z	P>/z/	[95% Interval]	Conf.
Pensions scheme	.0363403	.0315422	1.15	0.041	.0258576	.0985383
Allowances & Benefits	.5553687	.1080068	5.14	0.000	.3423905	.768347
Employee welfare services	.4078798	.1051585	3.88	0.000	.2005181	.6152415
Effective Remuneration	.7874021	.0723263	10.89	0.000	.6447822	.930022
(Constant)	1.672033	.3539995	4.72	0.000	.9739824	2.370083

Source: Researchers' Analysis (2019) using STATA version 11. (Statistically significant at 5%)

The regression analysis results obtained in the impact of competitive rewards on employee performance shows that the R² Coefficient (0.7951) which is the coefficient of determination indicates that the explanatory variables account for 80% of the variation of influence that transactional rewards has on employee performance. Given the adjusted R² of 79% with 0.0000 at 5% level of significant. This is an indication that the independent variables in the model jointly and significantly explain how competitive rewards influences employee performance. Therefore the null hypothesis is rejected and alternate hypothesis is accepted which implies that competitive rewards significantly impacts on employee performance. This is in agreement with the previous studies of Udu and Ewans (2017), Wehelmina (2017), Onwumelu and Ikechukwu (2018) who concluded in their studies that competitive rewards system significantly impacts on employee performance.

Test of Hypothesis III

H_{03} : Career development does not significantly impact on employees' performance.

Table 3: Multiple Regression Analysis Showing the Impact of Career Development on employee performance.

Model	R Square		Adjusted R Square		Root MSE	
3	0.6916		0.6865		.36222	
Source	Sum of square	Df	Mean square	F	Sig	
Model	92.3705941	2	23.0926485	512.81	0.0000*	
Residual	11.2249115	27	.133629898			
Total	103.595506	29	1.17722165			
Variable	Coef.	Std. Error	T	p>/t/	[95% Conf. Interval]	
Career Development	.3518687	.1706613	2.99	0.000	.5124899	2.191247
Career advancement	.425567	.2187135	5.57	0.002	.3093687	1.5605028
Employee engagement	.2382832	.1679203	1.82	0.013	.4722113	.1956448
Condition of services	.1904767	.2255256	3.40	0.000	.3580057	.5389592
(Constant)	.1333519	.2491564	5.54	0.004	.3621229	.6288267

Source: Researcher's Analysis (2019) using STATA version 11. (Statistically significant at 5%)

The regression analysis results obtained in the evaluation of the impact of career development on employee performance indicates that the R^2 coefficient (0.8916) which is the coefficient of determination indicates that the explanatory variables account for 97% of the variation of influence that career development has on employee performance. The adjusted R^2 is 89% with 0.0000* at 5% of significant. This is an indication that the independent variables in the model jointly and significantly explain the impact of career development on employee performance. The null hypothesis is rejected and the alternate hypothesis is accepted which states that indeed career development have significant effect on employee performance. This is in line with the previous studies of Udu and Ewans (2017), Wehelmina (2017), Onwumelu and Ikechukwu (2018) who concluded in their studies that career development significantly impacts on employee performance

Conclusion

Based on the findings of this study, the research concludes that training and development significantly influences employee performance. Thus, organizations have continuously improved the skills, competencies, technical knowhow and capabilities of their employees by continually exposing them to on the job and off the job training and development programs.

Also, career development significant impacts on employee performance. The organisation has continually engaged in fostering a talent management culture, encouraging work life balance, investing in training and development, promoting career development etc and all

theses has consistently ensured that employees after being attracted are retained in the organization.

Lastly, reward and compensation significant impacts on employee performance. Organization is abreast of competitors offerings as regards effective remuneration, especially the compensation which transactional rewards is anchored on. Salary, bonuses, bonuses for trainings and seminars, transport, accommodation and medical allowances, annual pay increment and overtime pay boosted employees commitment and subsequently ensure increased organisation performance since the purpose of the compensation is to drive growth within the organization and make it more competitive.

Recommendations

Based on conclusions of this study, the following recommendations are made;

1. Organization must continually train and retrain their human resources. Continuous development and sharpening of the skills, capabilities and competencies of the employees is a sine qua non for improved productivity and it is highly recommended that efforts in this regard is sustained and improved in line with employee training needs
2. When employees come into the organization, one of the critical factors that is considered about the organization is the extent to which they can create an enabling environment for development of their careers. This will determine whether to accept the offer of employment or reject. Thus, it is therefore recommended that all practices that constitute the focal points and cornerstone of career development must be sustained and improved
3. Organisations should continually engage in continuous reviews of its compensation plans and system in order to develop a reward management structure that is externally competitive, internally fair and consistent with global best practices. Reward and compensation should create perceptions of fairness by paying competitive wages, offering competitive benefits and promoting the most qualified employee to enhance commitment and subsequently employee performance.

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