

Vol.1, Issue 2 , December, 2014



KADUNA BUSINESS AND MANAGEMENT REVIEW

Published By: Department of Business Administration
Kaduna State University, Kaduna - Nigeria.

ISSN: 2384-7468

Editorial Board

Dr. Ahmad B. Abdul-Qadir, Kaduna State University, Kaduna, Chairman
Dr. Helen A. Andow, Kaduna State University, Kaduna, Editor-In-Chief
Dr. Saheed Zakeree, Nigerian Defence Academy, Kaduna, Member
Dr. Yusha'u I. Ango, Kaduna State University, Kaduna, Member
Dr. Seth Akutson, Kaduna State University, Kaduna, Member
Dr. Bala Magaji, Ahmadu Bello University, Zaria, Member
Dr. Benjamin K. Gugong, Kaduna State University, Kaduna, Member
Dr. Zainab Dabo, Kaduna State University, Kaduna, Member
Mrs Rahilahtu A. Muhammad, Kaduna State University, Kaduna, Member
Mrs Esher Y. Bagobiri, Kaduna State University, Kaduna, Member
Bilkisu J. Tace, Kaduna State University, Kaduna, Editorial Secretary

Editorial Consultants

Professor Aminu Mika'ilu - Usmanu Danfodiyo University, Sokoto
Professor Samuel K. Msheliza - University of Maiduguri, Maiduguri
Professor Sani A. Abdullahi - Ahmadu Bello University, Zaria
Professor B. C. Onuoha - Kogi State University, Ayigba
Professor Ibrahim G. Umar - Kaduna State University, Kaduna

Published by: Department of Business Administration,
Kaduna State University, Kaduna (KASU)

ISSN: 2384-7468

DEPARTMENT OF BUSINESS ADMINISTRATION
KADUNA STATE UNIVERSITY, KADUNA - NIGERIA

· DECEMBER, 2014

*All right reserved: No part of this publication may be reproduced
transmitted in any way or form by any means without the permission
and express acknowledgment of the source*

Printed By
YEHISON NIGERIA LIMITED
☎ :08034715648, 08186159660
E-mail:yehisonniglttd@gmail.com

TABLE OF CONTENTS

ARTICLES

1. An Examination of Internal Control System, Executive Duality and Audit Alarm Committee of Listed Nigerian Companies 1
MANSUR LUBABAH KWANBO
2. Firm Operating Efficiency and Stock Price In Nigeria: A Study of Selected Firms Quoted in the Nigerian Stock Exchange (NSE). 13
TIJJANI BASHIR MUSA
3. Audit Committee a Tool of Preventing Earnings Management: Empirical Evidence from Nigerian Deposit Money Banks 25
SHEHU USMAN HASSAN, ABUBAKAR AHMED AND YUSUF ABDULLAHI
4. Effects of Job Satisfaction on Workers Performance in Adamawa State University, Mubi. (2010-2014) 41
FATIMAH I. USMAN AND M. I. BAZZA
- ✓ 5. Impact of Human Resources Development on Organizational Productivity 59
ADEOTI, JOHNSON OLABODE, ABDUL, FALILAT AJOKI AND AUN, ISAAC IORTIMBIR
6. Manpower Training and Development: A Tool for Higher Productivity in Zenith Bank Plc, Maitama, Abuja. 75
MUSTAPHA ABUBAKAR AND NANA BATURE
7. Crude Oil Revenue and Education Expenditure, 1980-2012: The Nigerian Experience 87
SARAH O. ANYANWU, JOHN O. AIYEDOGBO AND BRIGHT O. OHWOFASA
8. A Review of Poverty Alleviation Programmes in Nigeria from 1986 To Date 101
GAMBO BABANDI GUMEL AND MOHAMMED SERI
9. Managerial Skills and Performance of Small Scale Businesses in Selected Local Governments of Bauchi State 113
SULEIMAN MUHAMMAD HUSSAINI
10. The Imperative of Developing a Workplace Policy on HIV/AIDS in Nigerian Organisations 127
OSAROR. IGBINOMWANHIA AND ANTHONIAN. IGBINOMWANHIA

IMPACT OF HUMAN RESOURCES DEVELOPMENT ON ORGANIZATIONAL PRODUCTIVITY

ADEOTI, JOHNSON OLABODE

drpastorjoadeoti@yahoo.com

Tel: +2348035846546

ABDUL, FALILAT AJOKI

falilatabdul@gmail.com

Tel: +2348060941506

and

AUN, ISAAC IORTIMBIR

isaacaun@gmail.com

Tel: +2348030795599

ABSTRACT

The importance of human resource development to organizational productivity cannot be over emphasised. Most organisations in the less developed countries are characterized by low productivity rate because of under development in human resources to effectively and efficiently transform the available resources into the required output. The study examined the impact of human resources development on organizational productivity using Nigerian Bottling Company (NBC) Plc., Ilorin as a case study. The objectives of the study is to examine the importance of human resources development as a means of increasing organizational productivity, highlighting the needs for human resources training and development and its relevance to the organizations need and the industry at large. Questionnaire was designed to obtain primary data from employees of NBC. Simple percentage and frequency table were used to analyze the rate of responses of the independent variables elicited from the administered questionnaires, while multiple regression analysis (with the aid of SPSS) was use in testing the formulated hypothesis. The result shows that human resources development is indispensable as it prepares workers for increased organizational productivity in any economy, it reduces the cost (wages/salaries) paid to expatriates. It was recommended among other things that for an organization to remain competitive, it must continue to encourage its staff to participate in training and development programs and to allocate a reasonable proportion of its profit to training and development of its employees.

Keywords: *Impact, Human resources, Organization, Productivity.*

INTRODUCTION

Increasing productivity and profitability is indispensable for effective and efficient functioning of any organization, human resources (employees) must learn to perform the job at a satisfactory level of proficiency and also the organization must provide opportunity for the continued development and training of human resources not only on their job but also develop them for other jobs for which they might later be considered. Owojori (2009) defined human resource as the supply of physical labor, technical and professional skills which are germane to the development policies, programs, projects and daily activities. Ndiorme (2002) opined that human resources of a nation comprise men and women, young and old who engage in the production of goods and services and who are the greatest and indeed the most precious assets of the nation. However, Human Resource Development is the development of human skills and knowledge, both physical and mental faculties of human beings. It includes all investments in human beings in the form of education and training, improved social services, health and on the job training (Anyanwu, 2004). Obikoya (2005) opined that both private and public sectors in Nigeria are guilty of wrong utilization of available human resources, graduates are employed in the area which they lack expertise and that organization must engage in intensive training and development. The issue of development has occupied the attention of scholars, activists, development workers and international organizations for many years with an increased tempo within the last decade. According to Igbuzor (2005), even though there are different perspectives to development, there is a general consensus that development will lead to a good change manifested in increased capacity of people to have control over material assets, intellectual resources and ideology, and obtain physical necessities of life like food, clothing, shelter, employment. The desire to achieve economic growth and development through effective and efficient use of the abundant resources (human and materials) has prompted the globalized economies of the world to focus attention on the development of human resources as a mean of preparing ground for the much anticipated productivity.

Human resources development as a theory is a framework for the expansion of human capital within an organization through the development of both the organization and the individual to achieve performance improvement (Kelly, 2006). The focus on human resources development is predicated on their impact and contribution to a diversified productive base as well as its catalytic effect on achieving the economic objectives such as employment, efficiency diffusion of economic power and promotion of indigenous technology. The availability of skilled manpower is a major determinant of the pace of organization growth and the stock of manpower is an important indicator of an organizational development. However, low productivity is often seen as a major problem that usually ruin an organization, Training and development on the other hand is seen as one of the solutions to the problems. There may be many reasons why

organizations invest in training and development of their human resources. Moreover, the study will attempt to find out if productivity is one of the reasons for investment in training and development of human resources in the industrial sector of the economy. Experience has shown that industrial sector of the less developed countries are characterized by low productivity rate because of under development in human resources to effectively and efficiently transform the available resources into the required output- In view of the above submission, it is obvious that the importance of human resources development cannot be underestimated. For an increased organizational productivity in any economy, there is need to develop the human resources. Hence, the research problem of this study revolves, round underutilization and lack of human resources development and its impact on organizational productivity.

Research Objectives

The broad aim of this research is to systematically analyze and assess the impact of human resources development as bedrock of increased organizational productivity and evaluate its contribution as a catalyst to the survival, growth and profitability of all organisations. While the specific objectives are to:

1. examine the importance of human resources development as a means of increasing organizational productivity.
2. determine the needs for human resources training and development in the organization.

LITERATURE REVIEW

Many writers have contributed in one way or the other to the issue of human resources development as a critical factor in the development of any organization with little or no controversy as to manner and approach of training of such human resources development. It is obvious that specialists are needed to handle the resources of the organization to maximize returns. Social scientists such as Robert Owen and Elton Mayol were popular for their interest in the betterment of the lives of human resources (employees) and productivity in general.

Human Resources Planning

Human resource planning is a subsystem of the general organizations strategic plan. Bello et al (2007) define shuman resource planning as "the process which provides adequate human resources to achieve organizational objectives"1. He identified three major segments of the process. The first is to forecast future needs of various forms of employees in the organization. The second is to compare the need to present workforce available while the third is to determine the number and nature of employees to be phased out or added to the organization. Cascio (2002) sees human resources planning as an effort to anticipate future business and environment channels on an organization

and to provide the personnel to fulfill that business and satisfy these demands. Human resource planning entails forecasting. Czanik (2005) observed that personnel inventory and forecast within the organization are required for determining personnel demand and supply is not only required for personnel planning, it is an indispensable part of the plan. Workforce personnel action plan is an important aspect of every human resource plan. Human resource planning is integrative and systematic. It embraces every aspect of human resource management. These include determination of work, personnel evaluation, managing labor relation, discipline, disengagement of labor including retirement and so on.

Human Resources Management

Human resources can be viewed as the supply of physical labor, technical and professional skills which are germane to the development policies, programs, projects and daily activities. Human Resources Management is that part of the management process that specializes in the management of people in the work place from recruitment to training to salary and to the point of exit. Human Resource Management emphasizes that employees are the primary resource for gaining sustainable competitive advantage that human resources activities need to be integrated with corporate strategy and that human resource specialists help organizational controllers to meet both efficiency and equity objectives Cascio (2002). Human Resource Management consists of activities that relate to people within the firm, rather than activities that deal with finance, engineering, marketing or accounting. Human Resource Management deals with recruiting selection, appraising, rewarding and developing of employees as well as negotiating with labor unions. Obikoya (2002) quoted Yoder et al (1984) as saying that human resource management involves procedure through which human resources are organized and directed towards the attainment of organizational, individual and social goals. Summarizing what Human Resources Management is, Cole (1990) writes "it is that specialist function of management which has prime responsibility for the following:

- (a) Formulating, proposing and gaining acceptance for the human resource management policies and strategies of the organization.
- (b) Advising the organization management of the human consequences of change
- (c) Providing adequate human resource management services for the organization to enable it to recruit, motivate and develop sufficient and sustainable employees at all levels.

Human Resources Activities:

Planning, recruitment and selection: This involves all activities required to maintain an adequate number of qualified employees for the company. Employment activities include determining the need to hire employees, recruiting applicants, determining the

qualifications of applicants and hiring the most qualified to fill the available jobs. In addition, transfer, promotions, retirements, dismissals, and other job changes are part of the employment functions.

Training and Development: This role involves training and educating employees to ensure high quality and efficient work through:

- (a) Orienting and training employees
- (b) Designing and implementing management and organization development programs.
- (c) Building effective teams within the organization structure.
- (d) Designing systems for appraising the performance of individual employees
- (e) Assisting employees in developing career plans. Compensation and Benefits:

This is often called wages and salary administration-wages surveys, job evaluation, merit pay systems, incentive and bonus plans and executive compensation. Hence, human resources are typically responsible for developing a pay system that classifies job according to levels and pay ranges. Safety and Health: The human resources department is responsible for maintaining safe work areas and work procedures, enforcing laws and regulations related to safety and health, and providing adequate education and training in health and safety. Employees and Labor Relations: Human resource pays a major role in employee relations by ensuring effective communication and cooperation between management and employees. The human resources workers are responsible for employee relation's assist in negotiating the labor contract with the union and deal with employee activities and problems that relate to the contract. It deals with union organizing efforts, collecting bargaining, grievances and arbitration.

Human Resources Development

Human resources being one of the important resources of any organization need to be renewed and refreshed because hiring talented individuals is not enough. The benefits of hiring qualified people can be short-lived in today's constantly changing world. In order to make effective contributions to an organization a talented individual must continuously update his/her skills. Without renewed and refreshed skills, the talented individual can become obsolete. Just as any other resources of organization become obsolete without proper maintenance, so, too, do human resources-Human resource development policy should be figured as an integral part of organizational policies, which should not be isolated but viewed in the context of organizational development resulting in effective organizational performance (Philip, 2010). Development of human resources is highly crucial to the development and growth in all ramifications of human endeavors. Nowadays the necessity for dedicated professionals has increased with the rising demands of business and the level of competency. It is significant to have

professional knowledge on how to handle complicated situations. Career development schools make certain that people take advantage in the training given to them. The advantages are based on the quality, standardization and methodology applied. It assists in building confidence, promotion of personal development and is a focus for quality staff. Superiority is a major concern in any business and career development. It is not limited to the products but the performance of the professionals as well. Lack of quality affects standard of performance, however career development takes the chance to develop on the defects and bring quality product. The review has so far revealed the importance and purpose of training in an organization, and how it contributes to productivity.

Training and Development Techniques

There has been a tendency by some scholars to assume that training and development adopt the same techniques or methods. Some techniques may be common to both of them. Some techniques are also exclusive to them. Whatever techniques are adopted they should match the needs and objectives of the organization- Such techniques should be determined by the deficiencies, weaknesses, knowledge and skills to be acquired or remedied. Whatever the techniques, training and development are usually conducted on-the-job or off-the-job. Bello et al (2007) identified the following Training and Development Techniques:

- I. Job rotation
- II. Apprenticeship
- III. Enlarged responsibility
- IV. Orientation/induction
- V. Subordinate appointment
- VI. Lateral promotion/transfer
- VII. Membership of committee
- VIII. Program design and development technique

Effects of Lack of Human Resources Training and Development

Once human resources (employees) are employed, they must be trained; the scope of training varies by employee and position. The success of any organization depends on how well its human resources perform. Lack of human resources training and development spells trouble for any company because it unfavorably impacts the organization, internally and externally (Natalie, 2000). Lack of human resources development could lead to chaos, physical disaster, noncompliance, income loss, unproductivity etc.

Productivity

Ulrich (1997), productivity refers to a ratio of output to input. Input may include labor hours or costs, production costs and equipment costs, output may consist of sales,

earnings, and market share. Many firms now assume or have shown that productivity is affected by employee's knowledge skills, abilities, attitude, motivation and behaviors. The improvement program starts with this assumption and proceeds with different intervention strategies- Prokopenko (2006) defined productivity as the relationship between the output generated by a production or service system and the input provided to create this output. Obikoya (2002), opines that quality can be assessed by looking at performance, reliability, conformance to standards, durability, service ability, aesthetics and complying with customer requirement. Factors that affect productivity include:

- I. Capital/labor ratio
- II. Resource availability
- III. Education and skill level of personnel
- IV. Innovation and technology
- V. Quality and global competitiveness
- VI. Employee motivation
- VII. Planning, organizing and controlling of organizational operations
- VIII. Health of employee

RESEARCH METHODOLOGY

Nigeria Bottling Company Plc. (NBC) was used for the study, taking Ilorin plant as a case study; primary data were used, the data were collected using a structured questionnaire. Convenience sampling technique was used in selecting the respondents. A total of seventy seven (77) copies of questionnaires were distributed among the workers in the production department of the Nigerian bottling company Plc. Ilorin plant. Four (4) of the returned questionnaires were not properly completed while one was not returned hence the total number of returned questionnaire were (74), which translate to 96%.

The following hypotheses were formulated and tested:

H01: There is no significant relationship between human resources development and organizational productivity.

H02: Human resources development has no significant effect on organisational productivity.

Percentage and table were used for presentation and analysis of the data while multiple regression analysis was used to test the research hypothesis. The multiple regression analysis is given by this formula:

$$\hat{Y} = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \dots \beta_k X_k$$

Where $\hat{Y}$ = dependent variable representing organizational productivity

β_0 = represent the $\hat{Y}$ intercept

$\beta_1 X_1 + \beta_2 X_2 + \dots \beta_k X_k$ are human resources development variables.

X_1 = Productivity, X_2 = Training.

Data analysis and Discussion**Table 1: Demographic Characteristics of Respondents**

Variables			
Sex	Sex	Frequency	Percentage
	Male	47	61.0
	Female	30	39.0
	Total	77	100
Age	Range	Frequency	Percentage
	19 and below	8	10.4
	20-29	38	49.4
	30-39	23	29.4
	40-49	5	6.5
	50 years and above	3	3.9
	Total	77	100
Marital status	Status	Frequency	Percentage
	Single	14	18.2
	Married	59	76.6
	Divorced	4	5.2
	Total	77	100
Educational Qualification	Level	Frequency	Percentage
	SSCE	24	31.2
	NCE/OND	5	6.9
	HND/BSC	37	48.1
	Masters and above	11	13.9
	Total	77	100
Length of service	Years	Frequency	Percentage
	1-5	40	51.9
	6-11	24	31.2
	12-16	7	9.1
	17-21	2	2.6
	21&above	4	5.2
	Total	77	100

Source: field survey 2014

As shown in table 1, majority of the respondents were males with 47 (61%) respondents while female respondents were 30 (39%). This implies that the views of the respondents tend to be negatively balanced across gender lines; hence, the findings of the study are skewed along male perceptions on impact of human resources on organizational productivity. The age range of the respondents vary from 19 years to 51 years. This implies that the respondents are matured enough and capable of responding to the questionnaire on their practical experience and involvement in organizational productivity.

Table 1 indicated that 48 (62%) respondent possess first and second degree or it equivalents. Only 29 (38%) respondents' educational qualification is less than a first degree. The data as provided in table 1 highlights the quality of the respondents while the marital status chart shows that a good number of the respondents are responsible and of course analyze their opinion explicitly. The length of service in the present position of the respondent shows that they can be presumed to be in a better position to know more about the impact of human resources development in organizational productivity.

TABLE 2: ANALYSIS OF RESPONDENTS TO ITEM STATEMENT IN THE QUESTIONNAIRE

S/N	ITEM STATEMENTS	SA	A	U	D	SD	TOTAL
1.	The organization offers training and development programs.	39 50.6%	13 16.9%	7 9.1%	10 13%	8 10.4	77 100%
2.	Training and development programs improve operational performance.	26 33.8%	25 32.5%	14 18.2%	6 7.8%	6 7.8%	77 100%
3.	Human resources development enables you to acquire more skills.	28 36.4%	33 42.9%	6 7.8%	10 13%	0 0%	77 100%
4.	Human resources development improves operational performance.	28 36.4%	29 37.7%	10 13%	10 13%	0 0%	77 100%
5.	NBC often send its employees on training programs	30 30.9%	31 40.3%	8 10.4%	2 2.6%	6 7.8%	77 100%
6.	There is correlation between the job of an employee and the training acquired.	29 37.7%	38 49.4%	8 10.4%	2 2.6%	0 0.0%	77 100%
7	The application of employee training and development has improved organizational productivity.	40 51.9%	23 29.9%	6 7.8%	8 10.4%	0 0.0%	77 100%
8	Efficient combination of human resources and adequate training leads to an increase in productivity.	29 37.7%	44 57.1%	4 5.2%	0 0%	0 0.0%	77 100%

Source: field survey 2014

Data analysis and Discussion**Table 1: Demographic Characteristics of Respondents**

Variables			
Sex	Sex	Frequency	Percentage
	Male	47	61.0
	Female	30	39.0
	Total	77	100
Age	Range	Frequency	Percentage
	19 and below	8	10.4
	20-29	38	49.4
	30-39	23	29.4
	40-49	5	6.5
	50 years and above	3	3.9
	Total	77	100
Marital status	Status	Frequency	Percentage
	Single	14	18.2
	Married	59	76.6
	Divorced	4	5.2
	Total	77	100
Educational Qualification	Level	Frequency	Percentage
	SSCE	24	31.2
	NCE/OND	5	6.9
	HND/BSC	37	48.1
	Masters and above	11	13.9
	Total	77	100
Length of service	Years	Frequency	Percentage
	1-5	40	51.9
	6-11	24	31.2
	12-16	7	9.1
	17-21	2	2.6
	21&above	4	5.2
	Total	77	100

Source: field survey 2014

As shown in table 1, majority of the respondents were males with 47 (61%) respondents while female respondents were 30 (39%). This implies that the views of the respondents tend to be negatively balanced across gender lines; hence, the findings of the study are skewed along male perceptions on impact of human resources on organizational productivity. The age range of the respondents vary from 19 years to 51 years. This implies that the respondents are matured enough and capable of responding to the questionnaire on their practical experience and involvement in organizational productivity.

Test of Hypothesis**HYPOTHESIS ONE**

H₀: There is no significant relationship between human resources development and organizational productivity.

TABLE 3: MODEL SUMMARY

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.792 ^a	.628	.585	.93422

a. Predictors: (Constant), TDP, HRD, HOP

Source: Authors Computation using SPSS, 2014.

TABLE 4. ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	38.275	3	12.758	14.618	.000 ^a
	Residual	22.692	73	.873		
	Total	60.967	76			

a. Predictors: (Constant), TDP, HRD, HOP

b. Dependent Variable: OP

Source: Authors Computation using SPSS, 2014.

TABLE 5: COEFFICIENTS^A

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.106	1.624		1.912	.007
	TDP	.299	.197	.280	1.522	.040
	HRD	.604	.197	.590	3.064	.005
	HOP	.633	.380	.214	1.665	.018

a. Dependent Variable: OP

Source: Authors Computation using SPSS, 2014.

From the above table 3, it can be seen that R square is 0.628; thus implying that 62.8% of the variation in the OP (organizational productivity) is explained by variables in the model; that is training and development programs (TDP) and human resources development (HRD) improve operational performance, while the remaining 37.3% is explained by other factors which are not included in the model.

TABLE 6: MODEL SUMMARY

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.932 ^a	.869	.850	.57585

a. Predictors: (Constant), AETD, ETP, CJETA

Source: Authors Computation using SPSS, 2014.

TABLE 7 ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	46.076	3	15.359	46.318	.000 ^a
	Residual	6.964	73	.332		
	Total	53.040	76			

a. Predictors: (Constant), AETD, ETP, CJETA

Source: Authors Computation using SPSS, 2014.

TABLE 8 COEFFICIENTS^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.559	.400		3.903	.001
	Q5	.900	.149	.768	6.028	.000
	Q6	.483	.139	.437	3.479	.002
	Q7	1.030	.157	1.026	6.576	.000

a. Dependent Variable: Q1

b. Dependent Variable: OP

Source: Authors Computation using SPSS, 2014.

Table 6 shows that R square is 0.869; the implying that about 86.9% of the variation in the OP (organizational productivity) is explained by variables in the model; that is application of employee training and development (AETD), employee training programs (ETP) and correlation between the job of employee and training acquired (CJETA), while the value of R² is close to 1. In Table 7, the F-statistic is compared with 3 and 73 degrees of freedom using stats tables. From the ANOVA table, $F = 46.318$, $p\text{-value} = 0.000 < 0.0001$ (sig.)

Since $p\text{-value} < 0.001 \leq 0.05$ (critical value), the null hypothesis is rejected and the alternative is accepted. This implies that at least one of the predictors is useful for Organizational Productivity; Table 8 indicates the T-Statistics of application of employee training and development (AETD) is 6.028 with p-value of 0.000 less than 0.05% (critical value), the coefficient of employee training programmes (ETP) is 3.479 with p-value of 0.002 less than the 0.05% (critical value) and the T-Statistics between the job of employee and training acquired (CJETA) is 6.576 with p-value of 0.000 less than the 0.05% (critical value). This implies that each of the variables has contributed to the model.

CONCLUSIONS

Based on the research findings if human resources (workers) are properly managed, trained and developed on the job, it reduces the amount of foreign exchange that is used in paying expatriates (foreigners). Human resources development is indispensable as it prepares workers for increase organizational productivity in any economy. The efficient combination of developed human resources with non-human resources will automatically lead to increased productivity in manufacturing industries while Changes in technologies and automation and the consequent effect they have on the existing skills and jobs have necessitated the need for the continuous training of the employees.

RECOMMENDATION

The following recommendations are made:

- I. Training and development programs in organizations should not be for selected employees to the neglect of others.

- II. Organizations should allocate a reasonable proportion of its return (profit) to training and development of its employees.
- III. Human resources particularly those on the managerial cadre should not only be trained in the planning process but also in the process of implementation.

REFERENCES

- Agyris, C. (1980) Some Limitations of the Case Method in Academy of Management Reviews 5, pp. 291-298.
- Akindele, R.I. (2007) Fundamentals of Human Resources; Cedar Productions, Ile-Ife.
- Aliyu, J. (2012) Human Resources Development and Industrial Productivity in a Globalised Economy: A case study of Nigerian Bottling Company. Unpublished B.Sc Research Project: Faculty of Business and Social Sciences University of Ilorin.
- Appah E. et al (2012) Human Resources Development Mechanism and the Performance of Public Sector Accountants' in Nigeria: A Published Current Research Journal of Social Sciences, Maxwell Scientific Organization.
- Ayanwu, J.C. et al (1997) The Structure of the Nigerian Economy, Onisha: Joanne Educational Publishers Ltd, Nigeria.
- Bature, N. (2010) Human Resources Management: Joyce Graphic Printers and Publishers Abuja.
- Carrell, M.R. and F.E., Kuzmits (1982) Human Resources management Columbus, ohio, merit publishing company, Bell and Howell company; pp. 212.
- Cascio, W.F., (2006). Managing Human Resources: Productivity, Quality of Work Life, Profits. Tata McGraw-Hill, New Delhi.

Drucker, P. (1993). *Post-Capitalist Society*: New York: Harper Business.

Glueck, W.F. (1982). *Personnel: A Diagnostic Approach*. Texas: Business Publication.

Nwachukwu, C.C. (2007). *Management Theory and Practice*. Africana-First Publishers Ltd., Onitsha.

Nwuche, C.A. and H.O. Awa, (2009) *Career Planning and Development: The Realities in Nigerian Organizations*.

Obikoya J.O. (2003). *Human Resources Management*. Ijebu Ode: Vebric Publications.

Ojo, F. (1998) *Personnel Mangement: Theories and Issues*. Bariga, Lagos: Panaf Publishing Inc.

Pannev, J.C (1980) *Staffing and the Management of Human Resources* in W.F. Glueck (ed) *Management*. Anthens: The Dryden Press.

Philip, O. (2010) *Human Resources Management; A diagnostic Approach (Reviewed)*; Chartered Graphic Press Abuja.

Prokepenko, J. (1996). *Productivity Management: A Practical Handbook*. Publication.

Schultz T. (1961) "Investment in Human Capital American Economic, Short Terms Personnel Journal, pp. 115-126.

Sharma, S.C, (2004). *Management System*. Khana Publishers, New Delhi.

Sheriff et al (2012). *The Effect of Human Resources Management on Productivity of Workers in Nigeria: A Journal of Business and Organizational Development*, Cenresin Publications.

Stephen, T.A (2012) Employee's Training and Development for Optimum Productivity
"The Role of Industrial Training Fund (ITF), Nigeria, A Journal of Developing
Country Studies: .

Strauss, G.(1971) "Union Policies Towards the Admission of Apprentices" Reprint No
375, Berkely CA. University of California.

Westley.Glueck, W.F. (1982). Personnel: A Diagnostic Approach. Texas.

Yesufu, T.M. (2002) The Human Factors in National Development, Ibadan: Spectrum
Ltd, Nigeria. pp 263-270.