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Ilorin Journal of Human Resource Management (IJHRM) is an interdisciplinary journal that publishes high quality theoretical, empirical and review papers, covering the broad spectrum of Social and Management Sciences research. Ilorin Journal of Human Resource Management is dedicated to increase the depth of knowledge about Industrial Relations and Human Resource Management and other range of disciplines from scholars across the world.

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EFFECT OF HUMAN CAPITAL DEVELOPMENT ON ORGANIZATIONAL PERFORMANCE: A STUDY OF DANGOTE FLOUR MILLS, ILORIN, NIGERIA

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Abstract

In today's dynamic business world, the continued existence and ability of any organization to promptly achieve its predetermined objectives are highly reliant on the development of its human resources. This is to bring out the best from the workforce with a view to aligning their personal goals with the goals of the organization. Therefore, the study examines the effect of human capital development on the organizational performance in Dangote Flour Mills, Ilorin. This study made use of survey research design that allowed the use of questionnaires to gather data from the respondents. The study's population was 232, while the sample size stood at 147 which were determined through Taro Yamane's formula. Linear regression and Pearson Product Moment Correlation statistical techniques were employed to analyse the collected data with the use of SPSS. The findings of the study show that human capital development variable yields a coefficient of a multiple correlation square (R^2) of 0.746. This value is statistically significant at 0.05 probability level. The result of the study reveals further that human capital development variable yields a coefficient of a multiple correlation square (R^2) of 0.642. The value is significant at 0.05 probability level. The correlation coefficient (r) between employees' training and organizational innovation is 0.569, value is found to be significant at 0.05 probability level. The study concludes that, human capital development has significant influence on organizational productivity. Human capital development has considerable influence on employees' satisfaction, and there is positive and significant relationship between employees' training and organizational innovation ($N = 143$, $r = .569$ $p < 0.05$) in the study area. The study therefore recommends that, management of Dangote Flour Mill, Ilorin, should always ensure functional link between its human capital development activities and productivity, and should make it a point of duty to regularly equip its employees with necessary knowledge and skills so as for them to be able to maximally contribute to the organization's success.

Keywords: Employees' Training; Human Capital; Manpower Administration; Organizational Performance; Staff Development.

Introduction

The survival and continued existence of any organization in today's dynamic business environment is highly dependent on the organization's ability to develop its human capital. The development of human capital in the workplace is essential for the organization that expects superlative performance or maximum contribution from its employees towards the achievement of the business overall objectives. In a bid to accomplish this, Marimuthu, Arokiasamy and Ismail (2009) posit that organizations are expected to consistently ensure investment of the required quantity of their resources on their employees so as to enhance their requisite knowledge, skills, and competencies for effectiveness in the ever dynamic and intricate environment.

Human capital as a concept, according to Okojie (2005), implies the aptitudes and talents possessed by human resources of a particular geographical location, while human capital development means act of making sure that the number of individuals with required prerequisites

such as skills, education and experience increased in the country for its economic growth and development. The development of human capital in the workplace does not only play a critical role in making employees to be creative, innovative and inventive, but also brings about their accelerated growth which invariably enhances their performance and organization's productivity since the emphasis is on knowledge.

The accumulation of human capital increases employees' productivity; facilitates technological innovations; increases returns to capital; and makes growth more sustainable, which, in turn, supports organization's expansion (Hyun, 2010). Thus, human capital is generally understood to consist of the individual's capabilities, knowledge, skills and experience of the company's employees and managers, as they are relevant to the tasks, as well as the capacity to add to this reservoir of knowledge, skills, and experience through individual learning (Dess & Picken, 2000). The concept and perspective of human capital stem from the fact that there is no substitute for knowledge and learning, creativity and innovation, competencies and capabilities; and that they need to be relentlessly pursued and focused on the firm's environmental context and competitive logic (Rastogi, 2000).

According to Dakum (2018), one of the major challenges being faced by modern organizations in the contemporary time is how to put in place strategies that would motivate their employees so as to subscribe to the firm's business ideals and to get committed to the organizational set goals for enhanced productivity at work. The absence of required skills and manpower knowledge which are prerequisite to work and accomplish organizational objectives create a clog in the wheel of attaining them.

Empirical evidence has shown that no significant performance by any organization is possible without appropriate development of its human capital. Previously, in most organizations in this part of the globe, much of the planning or arrangement has been on accumulation of physical capital for speedy growth and development process resulting in challenges ranging from employees' skills deficiency, shortage of required technologies to various other issues that decelerate its growth and development. Therefore, this study sought to examine the effect of human capital development on the organizational performance with a focus on Dangote Flour Mills, Ilorin, Nigeria.

Objectives of the Study

The main objective of this study was to examine the effect of human capital development on the organizational performance in Dangote Flour Mills, Ilorin, while specific objectives were to:

- i. assess the effect of human capital development on the organization productivity in Dangote Flour Mills, Ilorin;
- ii. ascertain the impact of human capital development on employee's satisfaction in Dangote Flour Mills, Ilorin, and
- iii. investigate the influence of employee's training on organizational innovation in Dangote Flour Mills, Ilorin.

Research Hypotheses

The following hypotheses were formulated for the study:

- (i) H_{01} : Human capital development does not significantly influence organizational Productivity in Dangote Flour Mills, Ilorin;
- (ii) H_{02} : Human capital development does not significantly influence employees'

satisfaction Dangote Flour Mills, Ilorin, and

- (iii) Ho₃: There is no significant relationship between employee training and organizational innovation in Dangote Flour Mills, Ilorin.

Literature Review

Human Capital

Human Capital has been defined by a number of authorities in the field of management as a concept. Human capital refers to the stock of competencies, skills, knowledge and personal attribute embodied in individuals who facilitate their abilities for the creation of personal, economic and social values (Organization for Economic Co-Operation and Development [OECD], 2001). Also, Ejere (2011) postulated that human capital refers to the human factor in the production process; and consists of the combined knowledge, skills or competencies and abilities of the workforce.

Human capital is an organization's key input that needs to be greatly treasured for employees' constant enhancement, particularly on knowledge, skills, and abilities as it can be seen as a good competitive advantage that improves higher performance. It refers to the knowledge, skills, competencies, and attributes that are acquired by people so as to ease the formation of personal, social and economic welfare (OECD, 2001). This is supported by Barney (1995) who posited that the frequent dynamic nature of today's business environment necessitates organizations to go all-out for higher competitive advantages through vigorous business plans which integrate ingenuity and innovativeness. This is essentially important for their long-term sustainability. Undoubtedly, human resource input plays a significant role in enhancing firms' competitiveness

Human Capital Development

Human capital development has to do with provision of employees with additional training or education so as to enhance performance and prevent or minimize human obsolescence. Generally, human capital development denotes the process by which employees are exposed to acquire the requisite skills for the development of the organization (Onodugo, 2000). This is comprised of all procedures related to obtaining and increasing the number of individuals who acquire education, skills, experience, and the motivation required for the development of overall business goals in the organization.

In relation to Deku (2014), human resource development is a process by which firms assist their employees in a continuous and planned manner to acquire required skills for the performance of different functions having to do with their present or future roles. This is with a view to making use of gained expertise for selves and organizational development. This involves a process of observation, planning, action and review to manage the cognitive capacities, capabilities and behaviors needed to enable and improve individual, team and organizational performance in work organizations (Walgenbach, Kabst & Beck, 2009).

Organizational Performance

Performance is a related concept having to do with the occurrence being considered (Hofer, 1983). Organizational performance includes three definite capacities of business outcomes which are: financial performance (profits, return on assets, return on investment, etc.); product market performance (sales, market share, etc.); and shareholder return (total shareholder return, economic value added, etc.). However, performance seems to be conceptualized, operationalized and measured in different ways thus making cross – comparison difficult (Richard, 2009).

Ordinarily, organizational performance as a concept is premised on the notion that a firm is the deliberate involvement of productive assets, such as human, physical, in addition to capital resources, so as to achieve a shared purpose (Alchian & Demsetz, 1972; Jensen & Meckling, 1976; Simon, 1976, & Barney, 2002).

Employees' Satisfaction

Satisfaction refers to the level of fulfillment of one's needs, wants and desires. Satisfaction depends basically upon what an individual wants from the world, and what he gets (Nancy, 1997). However, Cranny, Smith and Stone (1992) perceived employees' satisfaction as the mixture of emotional reactions to the differential perceptions of what an employee expects to get compared with what he eventually gets. Job satisfaction refers to all the feelings that a given individual has about his/her job and its various aspects. Employee satisfaction is a comprehensive term that comprises job satisfaction of employees and their satisfaction overall with companies' policies, company environment, etc. (Spector, 1997).

According to Moyes, Shao and Newsome (2008), employee satisfaction denotes the manner in which an employee is pleased with his or her position of work. It can be used to describe the happiness, contentment and fulfillment of employees in their desires and needs at work. Employees' satisfaction is an impetus to employee's unalloyed loyalty to and enhanced performance in the organization and this is equally a determinant of the degree of satisfaction that customers derive from the services offered by the business. This is inclusive of workers' job satisfaction and their overall satisfaction with both the companies' policies and setting.

Employees' Training

Employees' Training as a concept has been described in various ways by various authors. According to Decouza and Robins (1989), training is a learning experience in that it seeks a relatively permanent change in an individual that will improve his or her ability to perform on the job. In the opinion of Beach (1980), training refers to a prepared process in which employee acquires knowledge and/or skills for a specific purpose. Also, training is a systematic process attempting to develop knowledge, skills, and for current or future job. Training aims to bring changes in the employee's skills, in addition to other changes in attitudes and knowledge (Blancher & Thacker, 1999). Rothwell and Sredl (2000) view training as a short-term intervention designed to change individuals by equipping them with the necessary and sufficient knowledge, skills, and attitudes they need to meet or exceed customer requirements and achieve results.

Training is an important activity of human resource department which helps in improving the competency of employees. Training gives a lot of benefits to the employees such as improvement in efficiency and effectiveness, development of self-confidence and assists everyone in self-management (Adesola, 2017). It enhances employees' performance on the job. Likewise, it is specified when innovation is desired or at the time that new method of operation is introduced into the workplace. This is often time meant to balance the organization's requirements and the employees' needs as both the governments and organizations devote huge or colossal amount of money, time, and effort with a view to ensure that employees are well trained. Training is focused on trying to change a trainee's behavior or teach new behaviors to the individual trainee. Some organizations are concerned with training as a priority issue, whereas other organizations are concerned with the final product as their top priority (Seyler, Holton, Bates, Burnett, & Carvalho 1998).

Organizational Innovation

Innovation, following the definition of Damanpour (1999), as cited in Faloye (2015), is the embracing of an idea or behaviour, be it a system, policy, program, device, process, product, or service that is novel to the adopting organization. However, organizational innovation can be defined as implementing new ways of organizing business practices, external relations and workplace (OECD, 2005). It is the introduction of new practices of doing business, workplace organizing methods, decision making system and new ways of managing external relation (Polder, Leeuwen, Mohnen, & Raymond, 2010).

Organizations introduce into their systems innovation with a view to enhancing its overall performance with a view to decreasing both their transaction and administrative costs. They manage the ways of organizing things to compete with their competitors and satisfy the customer (Ettlie & Reza, 1992). The new organizational method must be at least new to the organization and new method can be developed by firm itself or with the help of third party (Polder, Leeuwen, Mohnen, & Raymond, 2010).

Theoretical Review

In an attempt to describe the effect of human resource development on organizational performance, two different theories both of which were appropriate for this study were reviewed.

Resource Based View Theory

Wernerfelt formulated resource based view theory in 1984. This theory positions that the firm's sustained competitive advantage lie in its valued and rare resources and capabilities. Resource Based Theory identifies human capital as the most valuable, non-substitutable and imperfectly imitable resource that a firm can successfully utilize to achieve organizational productivity and competitiveness. The theory advocates that the firm can secure a sustained competitive advantage through facilitating the development of competencies that are firm specific, produce complex social relationship; are embedded in a firm's history and culture, and generate tacit organizational knowledge (Odhong & Were, 2013).

Human Capital Theory

Human capital theory was developed by Economists like Elliot (1991) and the associates whose main concern with human capital were in relation to the quality, rather than quantity of services rendered in the workplace by the employees. After the manifestation of that concept as a theory, Schultz (1961) recognized the human capital as one of the important factors of national economic growth in the modern economy (Dae-bong, 2009). The theory maintains that an individual's earning power is dependent on his acquired formal education. The theory positions further that organization's competitive advantage is largely determined by the key competences, skills, knowledge and abilities of its workforce.

This theory emphasized greatly on human resource development, reward strategies and practices. According to Dae-bong (2009), it is believed by human capital theorists that employee's education determines how much he earns as salary, implying practically that the more education an individual has, the more is his earning power, and that the skills, knowledge and capabilities that education offers can be transmitted into the work in relations to output.

Consequent upon the review of the two theories, resource-based theory is linked to human capital theory in that they both emphasize that investment in people adds to their value to the firm (Baron & Armstrong, 2007).

Empirical Review

Chigozie, Aga and Onyia (2018) conducted a study to evaluate the effect of human capital development on organizational performance in manufacturing industries in South-East Nigeria. 306 copies of the questionnaire were returned and accurately filled out of the sample size of 358. The study's hypotheses were analyzed with the use of F-statistics (ANOVA) tool. The findings showed that knowledge has positive significant effect on product quality $F(95, n=358) = 2181, P < 0.05$; Skills have positive significant relationship on promoting of innovations $F(95, n=358) = 381.631, P < 0.05$.

Likewise, Issa, Ukoha and Nwuche (2017) examined the relationship between human capital development and corporate performance with Food and Beverages Firms in Port Harcourt as the case study. The study adopted Spearman's Rank Order Correlation Coefficient. The results of the analysis revealed that there were strong correlation between the dimensions of human capital development and the measures of corporate performance.

In the same vain, Afrah (2016) carried out a study on the role of human capital on organizational performance in Benadir University in Mogadishu, Somalia. Self-administered questionnaires were employed to collect the data from the respondents and then SPSS was utilized for the analysis of the collected data. The findings of the study revealed that the role of human capital on organizational performance is key for institution's success as HR practice plays a significant role in building the capacity of the employees.

3.0 Methodology

This study made use of survey research design that allowed the use of questionnaire to gather data from the respondents at Dangote Flour Mill, Ilorin, Kwara State. Descriptive research was designed and well-thought-out with a view to statistically infer the obtained information on the population. The population for this study was the entire staff of Dangote Flour Mill, Ilorin, Kwara State which was Two Hundred and Thirty Two (232) employees. The figure was based on the given or supplied information. The Taro Yamane's formula was utilized to determine the sample size which was One Hundred and Forty Seven (147), where

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

and n = Sample size, N = Population of the study
 e = Tolerable error (5%)

The study used primary source of data collection. The primary data were through the utilization of questionnaire to gather appropriate information from the respondents of the studied company. For analyzing the gathered data for this study, simple percentage and multiple regressions analysis were adopted. The simple percentage was employed to describe the demographic characteristics of the respondents while the linear regression and Pearson Product Moment Correlation statistical techniques were employed to analyse the data collected. SPSS version was adopted to run the analysis of the gathered data.

Analysis and Results

In this study, a total number of One Hundred and Forty Seven (147) copies of questionnaire were administered to the respondents of Dangote Flour Mill, Ilorin. However, 143 copies representing 97.3% were properly responded to, well filled and thereby used in for the analysis.

Table 1: Socio-Demographic Information of the Respondents

Variable	Levels	Frequency (f)	Percentage (%)
Gender	Male	64	44.8
	Female	79	55.2
	Total	143	100.0
Age (Years)	Less than 30	20	13.9
	30-40	62	43.4
	41-50	43	30.1
	51 and Above	18	12.6
	Total	143	100.0
Educational Qualification	SSCE	9	6.3
	NCE/Diploma	18	12.6
	BSC/HND	62	43.3
	MSC/MBA	54	37.8
	Total	143	100.0
Status in the Organization	Senior Staff	45	31.5
	Junior Staff	98	68.5
	Total	143	100.0
Working Experience	1-5	36	25.2
	6-10	41	28.7
	11-15	66	46.1
	Total	143	100.0

Source: Field Survey, 2019

Table 1 shows the socio-demographic data of the respondents. It is shown that out of 143 (100.0%) of the respondents that participated in this study, 64(44.8%) were females, while 79 (55.2%) were males. It is therefore shown that the majority of the respondents in the study were males. Also, the age distribution of the respondents shows that 20 (13.9%) were less than 30 years of age, 62 (43.4%) were of age 30-40 years, 43 (30.1%) were of age 41-50, while 18 (12.6%) of the respondents were of age 51 years and above. Out of the total sample size of the respondents, 9(6.3%) had SSCE, 18(12.6%) had NC / Diploma, 62 (43.3%) had BSC/HND, while 54 (37.8%) had MSC / MBA. It is further shown from the status of the respondents that 45 (31.5%) and 98(68.5%) respectively were Senior and junior staff of the organization. Information on respondents' working experience indicates that 36 (25.2%) had been working for between 1-5 years, 41 (28.7%) for 6-10 years, whereas 66 (46.1%) of the respondents had 11 and above years of working experience in the organization.

Testing of Hypotheses

H₀₁: Human capital development does not significantly influence organizational productivity.

Table 2. OLS estimates of regression functions for influence of Human Capital Development on Agricultural Productivity (1970-1990)

Variable	1	2	3
Constant	2.07	2.07	2.07
HCID		0.01	
R ²			0.0001
F			2.26 (0.14)

Source: Author's computation. HCID = Human Capital Development Index. Dependent Variable: Agricultural Productivity. N = 20. R² = 0.0001. F = 2.26 (0.14).

Table 2 presents the results of the influence of human capital development (HCID) on agricultural productivity. A regression from 1970 to 1990 shows that human capital development variable enters a coefficient of a positive significant value (0.01) of 100. This value is statistically significant at 10% probability level. It also shows that human capital development variable has positive effect on the observed increase in agricultural productivity. The variance function implies that human capital development significantly influenced agricultural productivity.

Table 3. OLS estimates of regression functions for influence of Human Capital Development on Agricultural Productivity (1970-1990)

Variable	1	2	3
Constant	2.07	2.07	2.07
HCID		0.01	
R ²			0.0001
F			2.26 (0.14)

Source: Author's computation. HCID = Human Capital Development Index. Dependent Variable: Agricultural Productivity. N = 20. R² = 0.0001. F = 2.26 (0.14).

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Note: Table 3 is an equivalent relationship between agricultural's human and agricultural productivity in the study area.

Table 4: Pearson Correlation between Employees' Training and Organizational Innovation

Variables		1	2
1	Employee Training	1	
2	Organizational Innovation	.569*	1

*= $P < .05$, $N = 143$

Source: Authors' Computation, 2019

Table 4 illustrates the result of the relationship between employees' training and organizational innovation. As is shown in table 4, the correlation coefficient (r) between employees' training and organizational innovation is 0.569. This value is found to be significant at 0.05 probability level. This suggests that there is a positive and significant relationship between employees' training and organizational innovation ($N = 143$, $r = .569$ $p < 0.05$). Since p -value is less than .05, null hypothesis is therefore rejected. This result concludes that there is significant relationship between employees' training and organizational innovation.

Discussion of Findings, Conclusion and Recommendations

The findings of this study revealed that human capital development significantly influenced productivity in Dangote Flour Mill, Ilorin. It was discovered that this variable alone was able to account for not less than seventy-four percent variance in organizational productivity. This finding is consistent with the findings of Chigozie, Aga and Onyia (2018) that knowledge has positive significant effect on product quality. Likewise, this discovery lend credence to the outcome of Issa, Ukoha and Nwuche (2017) who found out that there was strong correlation between the dimensions of human capital development and the measures of corporate performance.

The findings of the study further revealed that human capital development considerably influenced employees' satisfaction in the organization. It was found out that human capital development as a variable accounted for sixty-four percent of the variance in employees' satisfaction. Also, the result of the study showed that there was a significant relationship between employees' training and organizational innovation. As a result of the positive and significant relationship between these two variables, the finding suggests that the more there is training availability for the employees in the organization, the more exposed they become in terms of new knowledge and skills acquisition and the more competitive the organization turns out to be. This finding corroborates the outcome of Chigozie, Aga and Onyia (2018) that skills have positive significant relationship on promotion of innovations. It could be Innovation seems to be a direct product of personal efforts of both the employees and the management. Training tends to enhance employees' performance on the job (Adesola, 2017).

The study concludes that the link between human capital development and organizational productivity in Dangote Flour Mill, Ilorin, is strong, human capital development has substantial effect on the satisfaction of the workers of Dangote Flour Mill, and the relationship between employees' training and organizational innovation in the said company is not only positive, but also significant. Sequel to the findings of the study, it is therefore recommended that:

- i. Since the ultimate goal of human capital development practices that are put in place in any organizational set-up is to bring out the best in the employees, the management of Dangote Flour Mill, Ilorin, should always ensure functional link between its human capital development activities and productivity.
- ii. So far, one of the motivating techniques for employees' job satisfaction is prompt payment of attention to the workers' immediate needs at work; the management of Dangote Flour Mill, Ilorin, should regularly make it a point of duty to equip its employees with necessary knowledge and skills. This is to afford them of the opportunity to be kept abreast of new developments in the competitive economy as well as prepare them to contribute their maximum quotas to the organization for improved business performance.

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