



Research Paper

Relationship between Human Capital Development and Organizational Performance in the Nigeria Aluminium Manufacturing Sector

OFUOMA, Irikefe

Department of Business Administration and Marketing
Faculty of Management Sciences, Delta State University, Abraka, Nigeria
Masters Student

ANIEKWE, Kelvin Vincent Ikechukwu

Department of Business Administration and Marketing
Faculty of Management Sciences, Delta State University, Abraka, Nigeria
Masters Student

EDEME, Nelson Chidi

Department of Business Administration and Marketing
Faculty of Management Sciences, Delta State University, Abraka, Nigeria
Masters Student

OKOTIE, Excellent

Department of Business Administration and Marketing
Faculty of Management Sciences, Delta State University, Abraka, Nigeria
Masters Student

ABSTRACT

This study examined the relationship between Human Capital Development and Organizational Performance in the Nigeria Aluminium Manufacturing Sector, but targeting Whictech Aluminium Limited and Flight Aluminium Plc in Asaba, Delta State, Nigeria as the case study; this is done in respect of measures of human capital development [Talent Development (TD), Training & Development (T&D), Knowledge Management (KM) and Career Development (CD)] on Organizational Performance (ORGP) and responses from the respondents were collected with the aid of five (5) likert scale questionnaire. The type of research design used in this work is the survey research design and the simple random sampling is a method used to cull a smaller sample size from a larger population of the study. A total of ninety-nine (99) questionnaires were administered staffs of Whictech Aluminium Limited and Flight Aluminium Plc in Asaba, Delta State. Out of the ninety-nine (99) questionnaires, ninety (90)90.91% were retrieved and properly filled while nine (9)9.09% were not returned. Thus, the sample to be used for the study will be the total of ninety (90) respondents. The questionnaire was code with the aid of excel spread sheet, the respondents profile was analyzed with manual simple percentage, the research questions was analyzed with the aid of descriptive statistics which comprises of the minimum, maximum, mean and standard deviation and correlation matrix. The hypotheses of the study were tested using the multiple regression statistical tools with the aid of SPSS version 23 as the basis of testing hypotheses. The findings revealed that there is significant negative relationship between [Talent Development (TD), Training & Development (T&D), Knowledge Management (KM) and Career Development (CD) has a significant relationship with Organizational Performance (ORGP). The study concluded that, overall that human capital development had a significant impact on the organizational performance of the manufacturing firms. Thereby recommends that investment profile of the studied organizations being tied to human capital development elements like training and retraining (on-the-job and off-the-job) of her human capitals. Also, recruitment of experienced employees and creation of policies that encourages human capital development including formal education should be part of their strategic plans.

KEY WORDS: *Human Capital Development, Talent Development, Training & Development, Knowledge Management, Career Development and Organizational Performance.*

Received 21 August, 2021; Revised: 03 September, 2021; Accepted 05 September, 2021 © The author(s) 2021. Published with open access at www.questjournals.org

I. INTRODUCTION

The twenty-first-century difficulties like globalization, innovation, and segment changes have forced the organizations to continually looking for creative approaches to accomplishing the prevalent outcomes as far as productivity and viability and further developing improving competitiveness with current employees (Kareem, 2019). Thus, the idea of human resources development has arisen as a methodology to work on the capability of the employees and for improvement of organization performance. A group of related activities completed in a given time span to deliver a conduct change. Human capital development can be characterized as the most common way of creating or potentially releasing human aptitude through organization advancement, faculty preparing and improvement for the motivations behind further enhancing performance (Kareem, 2019).

Human capital development is a moderately new space of expert practice and scholastic examination. In recent years, human asset advancement has turned into the has fastest growing area of management development, because of the incredible interest of organizations notwithstanding serious contest and changes in the business climate (Kareem, 2017). Human capital improvement has progressed past the thin perspective on essentially preparing and has advanced into a more complete way to deal with learning and creating information at the individual and hierarchical level (Mittal, 2013).

Human Resources can be supposed to be explicitly inside an economic setting as a manufacturing factor, and as an economic term used to describe the skills and knowledge that individuals attracts upon to generate outputs of value, such as innovation and productivity in job performance. It is no distortion in the affirmation that the main asset of any organization is regularly supposed to be its kin. Individuals, information and abilities are known as human capital (HC), Human Capital is the focal of scholarly capital that energies business performance (Cross, 2019).

Human capital is comprised of impalpable that proportion make accessible for their managers. Human resources can likewise be clear cut as the information, abilities, aptitudes and other learned attributes adding to creation. Abilities mean individual capacities adding to production as an explanation in the production work. There are two primary parts of human resources with solid correlatively; early capacity and abilities mastered through conventional schooling or preparing at work. Human resources is not the same as different resources since it creates market continues just with respect to the proportion supply of labour (Cross, 2019).

The writing and past investigations (Bokeno, 2011; Swanson and Holton, 2009) have affirmed that the achievement of an organization is amazingly founded on the abilities, information, and experience of its representatives, which is an essential result of human capital advancement capacity of that specific organization. Simonds and Pederson (2016) characterized Human capital improvement as a blend of organized and unstructured learning and performance based activities which foster individual and organizational skill, ability and ability to adapt to and effectively oversee change. Federman (2016) expressed that the idea of organizational performance is unsettling with issues like the capacity of an organization to get to and ideal usage of assets and subsequently accomplish its objectives.

The incorporated utilization of Human capital practices such as training and development, talent development, knowledge management, education and career development play key role in create new competencies, capabilities, and attitude that influence on employee's performance to achieve organizational performance.

1.2 Statement of Problem

The welcoming connection between the employees and managers so as to avoid situation where workers will be baffled with their occupations which might provoke work stoppage or mechanical conflict has been the place of human resources advancement. Updating employee wellness in their occupations, upgrading their knowledge, aptitudes, limits and various properties is the way to organizational performance.

Inside the most recent decade, the Nigerian manufacturing industry has seen a couple of dissatisfactions and inconveniences. These mistake and irritates have been followed to nonattendance of palatable human resources improvement. The procedures of recruitment and training of work force in the manufacturing business and in addition in Nigeria all in all comes up short. This study does not pretend to recognize the fact that numerous factors could be responsible for organizational performance; however, the human factor has been singled out because of its criticality and centrality among other organizational resources. Though arguable, there is consensus in the literature that physical resources and other factors are being activated

by the human resources because physical resources cannot act on their own. Therefore, the efficient utilization of inanimate organizational resources that can lead to positive organizational performance depends largely on the quality, caliber, skills, perception, and character of the people, that is, the human resources working in it.

The productivity of workers is falling resulting to low performance of the organization. This is because most firms fail to send their employees on training due to lack of funds that is involved in embarking on employees education, knowledge management, training. Also most firms believe that workers are dubious in nature, after returning from training and further education desert their firms to join other firms. For instance most Nigerian organization do not give their employee effective and efficient training and education, considering the cost implication of sending employees on quality education & training which result into low productivity.

Also, low efficiency, poor corporate administration issues, limits underutilization of management faculty and resources among others are the resultant impacts of lacking human capital development. Absence of information on item quality, poor able aptitudes and development, absence of employee capacities on investment in basic leadership process and group training, absence of learning on compromise.

Because of these difficulties, hence, this examination will locate this critical research lacuna by exploring the impacts of human capital development on the development of manufacturing firms in the aluminum industry in Nigeria.

1.3 Objectives of the Study

The general objective of the study is to establish the relationship between Human Capital Development and Organizational Performance in the Nigeria Aluminium Manufacturing Sector. The specific objectives are as follows:

1. To examine the impact of Talent Development on Organization Performance in the Nigeria Aluminium Manufacturing Sector.
2. To ascertain the impact of Training & Development on Organization Performance in the Nigeria Aluminium Manufacturing Sector.
3. To ascertain the relationship between Knowledge Management on Organization Performance in the Nigeria Aluminium Manufacturing Sector.
4. To determine the impact of Career Development on Organization Performance in the Nigeria Aluminium Manufacturing Sector.

1.4 Research Questions

1. What is the impact of Talent Development on Organization Performance in the Nigeria Aluminium Manufacturing Sector?
2. What is the impact Training & Development affects Organization Performance in the Nigeria Aluminium Manufacturing Sector?
3. What is the impact Knowledge Management on Organization Performance in the Nigeria Aluminium Manufacturing Sector?
4. What is the impact Career Development on Organization Performance in the Nigeria Aluminium Manufacturing Sector?

1.5 Research Hypotheses

H0₁: There is no significance impact between Talent Development and Organization Performance in the Nigeria Aluminium Manufacturing Sector.

H0₂: There is no significance impact between Training & Development and Organization Performance in the Nigeria Aluminium Manufacturing Sector.

H0₃: There is no significance impact between Knowledge Management and Organization Performance in the Nigeria Aluminium Manufacturing Sector.

H0₄: There is no significance impact between Career Development and Organization Performance in the Nigeria Aluminium Manufacturing Sector.

II. REVIEW OF RELATED LITERATURE

2.1 Human Capital Development

Human capital development is an overall marvel which includes ensuring ideal performance of people by enabling a feeling of proprietorship and responsibility among specialists (Chidi, 2012). The environment under which organizations work today is typically depicted as as unpredictable, dubious, dynamic, or complex because of broad changes and changes. In the present extremely engaged work feature, working with others beneficially drives individual and organization amplexness; employees work in bunches outlined to deal with

adventures, virtual gatherings and clients or in uniquely delegated blends. Despite the gatherings' inconceivable regard, various organizations actually support rehearses that sabotage joint effort or investment (Ulukan, 2014).

Armstrong, (2006) alludes to human resources as HR. He said that human resources is of two measurements, first is the monetary, actual capital which he called the substantial resources. The second is the scholarly capital which he called the immaterial resources. He went on to say that overseeing individuals is exactly the same thing as overseeing other actual resources. He observed that human capital is the stock of knowledge, habits, social and personality attributes which includes the creativities embodied in the ability to perform labour so as to produce some economic products or values.

Human resources advancement as indicated by Qureshi and Ramay (2006) is tied in with training and the improvement of these expected abilities of the human resources or individuals. He thought that human resources advancement is fundamental to have the ideal usage of the labour to support both the workers and the organization. Human asset improvement or human capitals change the human resources inputs into yields. He said that the data sources are individuals, the people, and the gatherings in the general public or organizations. The change cycle or the advancement interaction are the administrative subsystems of gaining, creating, apportioning, monitoring, using, improving and compensating individuals or the employees. He likewise saw that human asset advancement is done through instruction, training and improvement to work on the information, abilities and the perspectives of people and groups in an organization.

2.2 Components of Human Capital Development

There are several components of human capital development but this study is based on talent management, training and development, knowledge management and career development.

2.2.1 Talent Development and Organizational Performance

Talent management and ability improvement have been expanded as essential to the achievement in organizations. As results globalization versatile labour force, and enabled labour force. Talent professionals today work in a unique climate that requires creating of ability procedure, assuming the organization needs to build the capability of its labour force (Fitzgerald, 2014). Employee talent improvement is one of the difficulties that have turned into a likely primary wellspring of upper hand and supportability. It is huge for the organization and assumes a critical part in recognizing and empowering their labour force who have the capacity and potential (Ingham, 2006). Gallardo-Gallardo, Dries, and González-Cruz (2013) express that talent can be shown as an idea of inherent capacity, dominance, responsibility, and fit, which are clear as inborn capacities, procured abilities, information, and mentalities whereby better result can be accomplished.

As indicated by Annakis, Dass and Isa (2014) talent improvement is a systematical cycle of creating and incorporating new specialists, creating and holding current laborers, and drawing in profoundly gifted labourers to work for an organization and it's useful to the organization. Lewis and Heckman's (2006) express that talent improvement is an assortment of practices of human asset department inside the organization which are disturbing with fulfilling, sourcing and fostering the talent of the worker.

As indicated by Jantan, Hamdan and Othman (2009), talent management can be defined as a consequence to ensure the right person is in the right job; process to ensure leadership continuity in key positions and encourage individual advancement, and decision to manage supply, demand, and flow of talent through a human capital engine. In this specific circumstance, the researcher defines talent development as a systematic process of attraction, identification, development, and retention of those individuals with high potential who are of particular value to an organization.

2.2.2 Training & Development and Organizational Performance

Training and deployment assume a critical part in the accomplishment of a organizational objective through incorporating the interests of the association and the labour force. These days, training and advancement is an exceptionally huge factor in the business world since it upgrades the productivity and the viability of both employees and the organization (Khan, and Khan, 2011). Noe (2001) states that organizations that take on training and advancement rehearses can hold their clients, providers, workers, investors, and different partners over the long haul as they are considered more reliable and better overseers of the interests of the different partners.

Biswas (2012) contends that training and advancement/development is crucial for the unrivaled exhibition of workers, improvement of employees' capacity to adjust to the changing and testing business climate and innovation for better performance, increment workers' information and capacity to create inventive and critical thinking abilities. training and improvement is a piece of the human asset advancement work. training and advancement play a significant part to address the hole between current performance and anticipated future performance of the workers (Weil and Woodall, 2005).

Sims (2002), training focuses on current jobs while development makes employees for possible future jobs. Basically, the training and development plans to improve the association's general objective. Armstrong (2003) characterizes the training and development is a deliberate cycle planned by the organization to further develop the current and future worker performance by expanding a employee's abilities, information and capacity to perform through learning activities, changing the employee's mentality and conduct.

In this unique situation, the training and development is an efficient course of expanding a worker's capacity to perform through learning and changing the employee's demeanor and conduct and working on their abilities and information to empower the organization to accomplish its essential goals. HR divisions should pay attention to the training and development projects to their organizational achievement. Likewise, training projects might be directed to further developed productivity, uplifting perspectives toward benefit direction, further develop the work information, capacity, and abilities at all levels of the organization, inspire the employees and draw in them with organizational objectives.

2.2.3 Knowledge Management and Organizational Performance

Knowledge is just resource that a employee can offer to the firm in the current competitive climate to have an edge over the contenders (Prahalad and Hamel 1990). Knowledge can be offered on singular premise or can be important for the board framework idea, Back and Von Krogh (2003) saw knowledge as continuous travels in a coherent interaction as follows catching and starting, they gain from one another and utilizing it. Knowledgeable executives aid to high production in the organization as one the expense cutting component in a competitive climate (Thompson 2003). Human resources management (HRM), views knowledge management as a part of its functions because it is about people and its part of Human resource management. Evans (2003) investigated knowledge management as an entity of mapping intellectual assets within the organization. A study is a process of learning so as to acquire skills, knowledge, values, beliefs and habits for competitive advantage which in turn boast organization performance.

2.2.4 Career Development and Organizational Performance

In a organizational setting, career development is fundamentally considered as an essential human asset improvement function (Osman, Ismail, Nowalid, and Adnan, 2014). Sovereign (2005) contends that profession improvement is an element of human asset advancement which centers around creating and upgrading the organization's labour force considering both the organization and person's necessities. Amah (2006) characterizes career development is the most common way of advancing organizational employees' information, capacities, and abilities to set them up for new opportunities and challenges.

Career development is essentially debatable qualities, assumptions, and targets of employees identified with their professional success, joined with the necessities and objectives of the organization to make an effective working relationship among them (Orpen, 1994). Rhoades and Cameron (1999) express that profession openings and advancement positively affect organizational support. Career development emphatically impacts on profession achievement and profession fulfillment. Chetana and Mohapatra (2016) contend that career development involves drives from both the individual and organization. The organization should know about its people's career needs. People ought to distinguish their insight, capacities, abilities, and interest to investigate their profession way. Thus, organizations while setting up an essential career development program should consider the skills that can upgrade the worker's career. In this specific situation, career development is a deep rooted interaction of distinguishing the individual interests, capabilities, activities, and occupation tasks needed to foster individual worker abilities for future necessities of the organization (Chetana and Mohapatra, 2016).

2.3 Organizational Performance

Managers are worried about organizational performance - the aggregated final products of all the organization's work procedures and activities. It's a complex however essential idea, and managers need to comprehend the components that add to high organizational performance. All things considered, they don't need (or plan) to deal with their approach to unremarkable performance. They need their organizations, work units, or work gatherings to accomplish abnormal amounts of performance, regardless of what mission, procedures, or objectives are being sought after (Rangiz, 2011).

2.4 Theoretical Review

Theoretical framework is a assortment of interrelated thoughts dependent on speculations. It is a contemplated set of relational words, which are gotten from and upheld by information or proof. It endeavors to explain why things are how they depend on theories. Theories are detailed to clarify, anticipate and help in getting marvel and by and large to challenge and extend existing knowledge within the limits of the critical bounding assumptions, (David, 2009). Different authors have come up with theories on human capital development. The theories that will be highlighted here to give some kind of backing to the study are;

2.4.1 Human Capital Theory

The origin of human capital goes back to emergence of classical economics in (1776) and from there on fostered a logical hypothesis. After the indication of that idea as a hypothesis, Schultz (1961) perceived the human resources as one of the significant elements of national economic growth in the modern economy (Dae-bong, 2009). The hypothesis is established from the field of macroeconomic improvement hypothesis Schultz (1993). Becker's (1993) exemplary book, *Human Capital: A Theoretical and Empirical Analysis* with extraordinary reference to instruction, represented this area. Becker contends that there are various types of capitals that incorporate tutoring, PC instructional class and uses on clinical consideration (Marimuthu et al., 2009). The hypothesis contends that an individual's conventional instruction decides their acquiring power. The possibility of human resources starts from the perception that tutoring fosters certain characteristics in individuals and that these characteristics upgrade monetary usefulness and financial development (Severine and Lila, 2009).

Gary Becker's exemplary work, *human resources* (1964), expounds on the thought of human resources with regards to neoclassical financial aspects. It enrolls that interest in human could be seen as like interest in different method for production, similar to manufacturing plants or mines. In fostering Becker's work further, another financial analyst, Theodore Schultz, set off to plan how paces of return from training could be determined in nations with various degrees of pay, various perspectives to renouncing income to foster human resources (Severine and Lila, 2009). Human resources hypothesis holds that it is the key capabilities, abilities, information and capacities of the labor force that adds to associations upper hand. It centers consideration around resourcing, human asset improvement, and prize techniques and practices. As indicated by Human Capital Theory, schooling is a venture since it is accepted that it might actually give private and social advantages (Odhong et al., 2014).

As per Armstrong (2012) referred to in Odhong and Were (2013), Human capital hypothesis assists with deciding the effect of individuals on the business and their commitment to investor esteem. It exhibits the HR rehearses that produce an incentive for cash in wording, for instance, of profit from speculation. As indicated by Dae-bong (2009), Human capital scholars accept that schooling and acquiring power are connected, which implies, hypothetically, that the more instruction one has, the more one can procure, and that the abilities, information and capacities that training gives can be moved into the work as far as efficiency. Human resources alludes to the information, aptitude, and ability one gathers through instruction and preparing (Severine and Lila, 2009; Armstrong, 2014)

Human resources scholars have commonly contended that organizations can build their human resources by inside fostering the information and abilities of their present employees, and by drawing in people with high information and expertise levels from the outer work market. That is, organizations can attempt to make and purchase human resources. Human resources fills two; when the organization utilizes a greater amount of what individuals know and when more individuals know a greater amount of what is valuable to the organization (Choudhury and Mishra, 2010). Human resources hypothesis as the principle supporting hypothesis in investigations identified with human resources, in this examination the hypothesis upholds factors like information the board, schooling, preparing, and abilities improvement too. The ramifications: HCI adds short- and long haul esteem from interests in the improvement of information and aptitude in people and gatherings of people.

2.4.2 Skill Acquisition Theory

As characterized by Vanpatten and Benati (2010) Skill alludes to capacity to do as opposed to basic capability or mental portrayal". As indicated by Trofimovich and McDonough (2013), skill hypothesis "alludes to a psychological redundancy wonder in which earlier openness to explicit language structures or which means works with speaker's ensuing language handling". The logical foundations of Skill Acquisition Theory can be found in various parts of brain research, which goes from behaviorism to cognitivism and connectionism (Dekeyser and Criado, 2013). This hypothesis draws on Anderson's Adaptive Control of Thought (ACT) model which itself is a sort of psychological upgrade reaction hypothesis (Ellis and Shintani, 2013). As indicated by Chapelle (2009), this hypothesis falls under the class of general human learning. The hypothesis allots jobs for both express and understood learning and, as an overall hypothesis of learning; it asserts that grown-ups begin getting the hang of something through to a great extent unequivocal cycles, and with resulting adequate practice and openness, move into implied measures. Advancement, inside this hypothesis, involves the usage of definitive information followed by procedural information, with the last's automatization (Vanpatten and Benati, 2010).

As explained by Vanpatten and Benati (2010), utilizing explanatory information includes express learning or cycles; students acquire manages unequivocally and have some sort of cognizant consciousness of those standards. The automatization of procedural information involves understood learning or cycles; students start to proceduralize the express information they own, and through situational appropriate practice and use, the

conduct turns out to be natural. This theory supports the skills development as an independent variable in the study. It assisted in answering the research question on how skills developments influence performance.

2.4.3 Resource Based View Theory

Resource Based View (RBV) was articulated into a coherent theory by Wernerfelt (1984). The hypothesis expresses that the organizational resources and capacities that are uncommon, significant, non substitutable, and incompletely imitable structure the reason for an organization's competitive advantage. RBV recommends that the firm can get a competitive advantage through working with the improvement of capabilities that are firm explicit, produce complex social relationship; are implanted in an organization's set of experiences and culture, and create unsaid organizational knowwledge (Odhong, et al., 2013).

This hypothesis perceives human resources as the most significant, non-substitutable and defectively imitable asset that a firm can effectively use to accomplish organizational productivity and competitiveness. Asset based hypothesis is connected to human resources hypothesis in that the two of them accentuate that interest in individuals increases the value of the firm, (Baron and Armstrong, 2007).

2.5 Empirical Review

Using primary data of online questionnaire was distributed to around 342 employees, out of whom 215 complete questionnaires were obtained by adopting survey research design; Kareem (2019) explored the relationships between the practices of human resource development and organizational effectiveness in the Iraqi public universities. For analyzing the data, confirmatory factor analysis (CFA), structural equation modeling (SEM) were used. This study finds that HRD practices such as talent development, training and development, organizational development and career development have a positive and significant impact on organizational effectiveness. This study has confirmed the significance of HRD practices and how they are positively related to organizational effectiveness.

Using primary data and descriptive research design, Cross (2019) ascertained the effects of human capital development on organizational performance in Trust fund Pension Limited. The study targeted a population size of 152, out of which a sample size of 110 was realized using Taro Yamane formula at 5% error to tolerance and 95 % level of confidence. The total numbers of 110 copies of the questionnaire were distributed while 80 copies were returned and the responses were analyzed with Pearson's moment correlation coefficient. The findings suggest that there was significant relationship between human capital management and organizational performance.

Using primary data collected with aid of questionnaire administered to 6230 staff of selected manufacturing firms from South-East, Nigeria, Chigozie, Aga & Onyia (2018) explored the effect of human capital development in organizational performance in manufacturing industries in South-East Nigeria. The sample size of 358 was determined using Ferund and Williams formula. 306 copies of the questionnaire were returned and accurately filled. The hypotheses were analyzed using f-statistics (ANOVA) tool. The findings indicated 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 $F(95,n=358)= 381.631,P<0.05$; The study concluded that any organization that does not learn continuously and is not able to continuously list, develop, share, distribute, mobilize, cultivate, put to practice review and spread knowledge will not be able to compete effectively in the global market.

Using stratified random sampling technique and total copies of two hundred and seventy-six (276) returned questionnaire was used for data analyses, Dawodu, Akintunde & Olulana (2018) examined human capital development and organizational performance in the Food, Beverage and Tobacco Industry in Lagos State, Nigeria. The study used Pearson coefficient of correlation to test the research hypothesis. The coefficient of correlation indicated there is a significant relationship between human capital development and organizational performance with 0.000 value at 0.001 percent (2 tailed). The study concluded that human capital development may improve the performance of the seven manufacturing companies investigated.

Ojokuku and Sajuyigbe (2015) explored the impact of human capital development on the performance of little and medium scale ventures in Nigeria. The discoveries demonstrated that human capital development factors have critical impact on SMEs performance. The coefficient of relationship (R) = 0.921; the coefficient of assurance (R²) = 0.849; and the standard blunder gauge of 0.31254, demonstrated that 84.9% of the examined SME's performance can be related with the advancement of at work training; level of formal instruction; level of cooperation in classes, gatherings and workshops, and level of investment in exchange fairs and displays, as methodologies of human capital development for the SMEs' employees.

Tonye (2014) investigated human resource development and organizational performance in Nigerian Liquefied Natural Gas Company Limited (NLNG). The study used a descriptive research design to sample the opinion of 370 respondents using Yamane (1964) to determine the sample size. The study operationalized human resource development practices to include training, development and employees'

motivation/commitment while the organizational performance was measured using individual employee's contributions to overall job performance. The study in the end found that the practice of training and development in (NLNG) provide their employees with greater intrinsic rewards other than the traditional human resource development tools. The study further revealed that there is a significant relationship between human resource development practices (i.e., training and development).

Based on the review of related literature, Most of the literature evaluated human capital development and its impact organizational performance are directed toward other sector of the economic thereby neglecting the manufacturing sector and most of related literature also have methodological problem of single and double variable and lack theoretical evaluations of the major components of human capital development. Thus, this now serve as a gap in literature that this study intends to fill.

III. RESEARCH METHODOLOGY

3.1 Research Design

The study adopted a survey research design method because the survey research design is suitable for collecting information in breadth and not width. The reason for adopting a survey design is because of its use which enables the researcher to collect more information from a representative sample of a large population. Also, the research design is chosen because of its ability to create a profile about a phenomenon. Survey research design is concerned with finding out about the how, who, when and where of a phenomenon so as to build a profile.

3.2 Population of the Study

This research work takes the form of a field survey as established earlier, and it is expedient to maintain that the population of this study is limited to staffs of Whictech Aluminium Limited and Flight Aluminium Plc in Asaba, Delta State. The sampling object of the study is the staffs of Whictech Aluminium Limited and Flight Aluminium Plc which their responses will be collected with aid of structured questionnaire. Hence, from this, the staffs Whictech Aluminium Limited and Flight Aluminium Plc would serve as our respondents. The total number of staffs of the two companies is depicted in the table below;

Name of Firm	Location	Number Staffs
Whictech Aluminium Limited	Asaba, Delta State	56
Flight Aluminium Plc	Asaba, Delta State	75
Total		131

Source: Personnel Managers of the Firms

Thus, the populations of this study one hundred and thirty-one (131) respondents.

3.3 Sample Size Determination

The sample size is proportion of the population that a particular research intends to study. As sample size is determined, a researcher need to find out if the population at hand is a finite population whose size is known or infinite population whose size is unknown. This helps in choosing the appropriate formula to be used when determining sample size. In this case the population for the study is known. The total sample size for this study was obtained using the formulae developed by (Kothari, 2014). Stated that;

$$n = N / 1 + N (\alpha)^2$$

Where:

n= the sample size,

N= the sample frame (population=131)

α = the margin of error (0.05%).

$$n = 131 / 1+131(0.05)^2 = 98.68$$

The sample size is 99.

3.4 Sample and Sampling Techniques

The study adopted the simple random technique because the simple random sampling is a method used to cull a smaller sample size from a larger population and use it to research and make generalizations about the larger group. The advantages of a simple random sample include its ease of use and its accurate representation of the larger population.

3.5 Research Instrument

Questionnaire is the instrument for data collection in this present study. The questionnaire is divided into two sections (A and B) containing questions on respondents profile and another in closed ended questions pattern. The likert scale of point 5 is used for the closed ended questions. They are as follows: 5 =Strongly Agree (SA), 4=Agree (A), 3=Undecided (U), 2=Disagree (D) and 1=Strongly Disagree (SD).

3.6 Validity and Reliability of the Instrument

The facial validity was established through giving the questionnaire to my management expert, whom is an expert in management sciences for appropriate correction and approval which validate the questionnaire for the study. Also, this study conducted the pilot study 10 respondents of the sample size to test the reliability of the questionnaire; this method was used to establish the reliability of the questionnaire even though is not included in the work.

3.7 Analytical Tools

The completed questionnaires were first edited for completeness and consistency. Quantitative data collected was analyzed by the use of descriptive statistics presented through percentages, means, standard deviations and frequencies. Correlations coefficient was employed to determine the strength of the correlation between human capital development and organizational performance. The Multiple Regression Model (MRM) was employed to predict the relationships in the construct. MRM was adopted because we sought to determine the nature of relationship between a single dependent variable (i.e organizational performance) and several independent variables (Talent Development (TD), Training & Development (T&D), Knowledge Management (KM) and Career Development (CD); wherein these four constructs are adapted as human capital development). The presumption behind the use of MRM is that organizational performance cannot be explained by only one variable element that represent human capital development; rather the combined effect of these variables – Talent Development (TD), Training & Development (T&D), Knowledge Management (KM) and Career Development (CD) (collectively representing human capital development) can best explain it. The result from the combined effect after using the MRM is the Coefficient of Multiple Determination (R^2). The result from the R^2 alone cannot be used for the purpose testing the hypotheses. Therefore, to test our hypotheses we adapt the R^2 value into t-statistics formula to arrive at the t-calculated value, which is then compared with the t-critical (table) value for rejection or acceptance criterion.

IV. RESULT DISCUSSION

This section focuses on the presentation and analysis of data and information collected through questionnaires administered to staffs of Whictech Aluminium Limited and Flight Aluminium Plc in Asaba, Delta State as a case study in assessing the relationship between Human Capital Development and Organizational Performance in the Nigeria Aluminium Manufacturing Sector. A total of ninety-nine (99) questionnaires were administered staffs of Whictech Aluminium Limited and Flight Aluminium Plc in Asaba, Delta State. Out of the ninety-nine (99) questionnaires, ninety (90)90.91% were retrieved and properly filled while nine (9)9.09% were not returned. Thus, the sample to be used for the study will be the total of ninety (90) respondents.

4.2 Analysis of Research Question One to Four of the Firms

Table 4.2.1: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
TD	90	13	20	16.87	1.868
T&D	90	13	20	16.10	2.152
KM	90	13	20	16.28	1.748
CD	90	11	20	16.17	1.962
ORGP	90	11	20	16.16	1.965
Valid N (listwise)	90				

Source: SPSS Output, 2021.

The table 4.2.1 above shows the descriptive statistics which comprises of the minimum, maximum, mean and standard deviation values of different variables used in this study. The independent variables used in the study which serve as the measure of Human Capital Development are; (Talent Development (TD), Training & Development (T&D), Knowledge Management (KM) and Career Development (CD)) were asses in relation to Organizational Performance (ORGP).

The descriptive statistics for Talent Development (TD) for Whictech Aluminium Limited and Flight Aluminium Plc indicate a mean of 16.87, a standard deviation of 1.868 with the difference in the maximum and minimum values which stood at 7. This implies that the Talent Development (TD) in Whictech Aluminium Limited and Flight Aluminium Plc vary significantly and this is also reflected in the variation of the Organizational Performance (ORGP).

Similarly, the descriptive statistics for the independent variable shows that Training & Development (T&D) has minimum value of 13 and maximum value of 20 leading to the mean and standard deviation of 16.10 and 2.152 respectively. This implies that the Training & Development (T&D) for Whictech Aluminium Limited

and Flight Aluminium Plc varies significantly and this is also reflected in the variation of the Organizational Performance (ORGP).

Also, the descriptive statistics for Knowledge Management (KM) for Whitech Aluminium Limited and Flight Aluminium Plc indicate a mean of 16.28, a standard deviation of 1.748 with the difference in the maximum and minimum values which stood at 7. This implies that the Knowledge Management (KM) in Whitech Aluminium Limited and Flight Aluminium Plc vary significantly and this is also reflected in the variation of the Organizational Performance (ORGP).

More also, the descriptive statistics for Career Development (CD) for Whitech Aluminium Limited and Flight Aluminium Plc indicate a mean of 16.17, a standard deviation of 1.962 with the difference in the maximum and minimum values which stood at 9. This implies that the Career Development (CD) in Whitech Aluminium Limited and Flight Aluminium Plc vary tremendously and this is also reflected in the variation of the Organizational Performance (ORGP).

Finally, the descriptive statistics for Organizational Performance (ORGP) for Whitech Aluminium Limited and Flight Aluminium Plc indicate a mean of 16.16, a standard deviation of 1.965 with the difference in the maximum and minimum values which stood at 9. This implies that the Organizational Performance (ORGP) in Whitech Aluminium Limited and Flight Aluminium Plc vary aggressively over the years.

4.3 Correlation Matrix

Correlation analysis is used to examine the relationship between dependent and independent variables. Its values lie between -1 and +1. +1 indicates that there is a positive linear sense between two variables and are perfectly related while -1 indicates a negative linear sense between two variables. This tells the degree of correlation between the independent and dependent variables, whether there is moderate or low degree of correlation.

Table 4.3.1: Correlations

		ORGP	TD	TDD	KM	CD
Pearson Correlation	ORGP	1.000				
	TD	.324	1.000			
	T&D	.225	.445	1.000		
	KM	.301	.548	.545	1.000	
	CD	.975	.344	.204	.311	1.000

Source: SPSS Output, 2021.

The Pearson correlation in table 4.3.1, showed the coefficient of the type of relationship that exist between the independent variables (Talent Development (TD), Training & Development (T&D), Knowledge Management (KM) and Career Development (CD)) and the dependent variable (Organizational Performance (ORGP)).

The Talent Development (TD) has a coefficient of ($r= 0.3324 > 0.05$) which reveals that Talent Development (TD) has strong positive correlation with Organizational Performance (ORGP), this implies that an increase in Talent Development (TD) would have positive effects on Organizational Performance (ORGP) in Nigeria.

The Training & Development (T&D) has a coefficient of ($r= 0.225 > 0.05$) which reveals that Training & Development (T&D) has strong positive correlation with Organizational Performance (ORGP), this implies that an increase in Training & Development (T&D) would have positive effects on Organizational Performance (ORGP) in Nigeria.

Knowledge Management (KM) has a coefficient of ($r= 0.301 > 0.05$) which reveals that Knowledge Management (KM) has strong positive correlation with Organizational Performance (ORGP), this implies that an increase in Knowledge Management (KM) would have positive effects on Organizational Performance (ORGP) in Nigeria.

Career Development (CD) has a coefficient of ($r= 0.975 > 0.05$) which reveals that Career Development (CD) has strong positive correlation with Organizational Performance (ORGP), this implies that an increase in Career Development (CD) would have positive effects on Organizational Performance (ORGP) in Nigeria.

The study is focused on enhancing organizational performance through human capital development. The results of the correlation analysis involving all the indicators of human capital development reported positive correlation coefficient values among the measures. This indicated that they are appropriate dimensions of human capital development.

4.4 DISCUSSION OF FINDINGS

Table 4.4.1: Multiple regression analysis of dimensions of human capital development and organizational performance
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.335	.541		.619	.038
	TD	.025	.031	.024	.806	.015
	T&D	.040	.026	.043	1.538	.035
	KM	.015	.035	.013	.429	.009
	CD	.081	.026	.079	3.115	.001

a. Dependent Variable: ORGP

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.976 ^a	.956	.950	.438	1.406

a. Predictors: (Constant), CD, T&D, TD, KM

b. Dependent Variable: ORGP

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	327.503	4	81.876	426.458	.000 ^b
	Residual	16.319	85	.192		
	Total	343.822	89			

a. Dependent Variable: ORGP

b. Predictors: (Constant), CD, T&D, TD, KM

Source: SPSS Output, 2021.

The results from the multiple regression analysis recorded the effect of human capital development on organizational performance. The four variables to measure human capital development are; Talent Development (TD), Training & Development (T&D), Knowledge Management (KM) and Career Development (CD) exhibited statistically significant positive effect on organizational performance.

The result provided support for the H₁ test result which indicated that there is significant positive relationship between Talent Development (TD) and Organizational Performance (ORGP) ($\beta=0.025$; $P=0.015<0.05$). This is consistent with Kareem (2019), their findings reveals that there is a significant positive relationship between the variables of human capital development and organizational performance. This implies that its effect on organizational performance such as cost savings and productivity is as a result of human capital development activities. Therefore concludes that human capital development has significant relationship with organizational performance by moving the talent development of employees to experts.

Similarly the findings indicated that Training & Development (T&D) activities is found to have significant positive relationship with Organizational Performance (ORGP) ($\beta=0.040$; $P<0.01$). The findings provided support for the result of H₂ which showed that there is a significant positive relationship between Training & Development (T&D) and organizational performance ($0.035<0.05$). This is in agreement with Cross (2019) view that Training & Development (T&D) activities has positive effect on organizational performance. The implication of the above findings is that of training can add value via the greater quality available from expert training providers. This is because many manufacturing firms may be short of the expertise to carry out in-house training. Performance and better performance may be obtained with outsourced training. By outsourcing training to outside specialist firms, manufacturing firms may attain higher levels of employee productivity and performance, thus leading to greater financial performance and improved customer and vendor satisfaction. Improved training also enhances Organizational performance because well-trained employees have a better knowledge foundation for improving processes and products.

Similarly, Knowledge Management (KM) has positive effect on Organizational Performance (ORGP) ($\beta =0.015$; $P<0.01$). This finding provides support for result H₃ test which indicated that Knowledge Management (KM) has a significant relationship with Organizational Performance (ORGP) ($0.009<0.05$), this is line to the findings of Chigozie, Aga & Onyia (2018). By implications is that the knowledge management firms in Nigeria are exploitative to their competitors in improvement and innovation thereby boasting the Organizational Performance (ORGP).

Finally, Career Development (CD) has positive effect on Organizational Performance (ORGP) ($\beta =0.081$; $P<0.01$). This finding provides support for result H₄ test which indicated that Career Development (CD)

has significant relationship with Organizational Performance (ORGP ($0.001 < 0.05$). This implies that, firms in the Nigeria manufacturing industry do career development from time to time, in order to improve the skills of their staffs in order to boost the performance of the organization. This is line with findings of Dawodu, Akintunde & Olulana (2018).

Also, table 4.4.1 showed that change in organizational performance is brought about by human capital development by 96% as indicated by the adjusted R^2 value (0.956) while the F-statistics (426.458) with the associated over p-value of 0.000 which indicates that all the measures of human capital development (Talent Development (TD), Training & Development (T&D), Knowledge Management (KM) and Career Development (CD)) jointly impact significantly on organizational performance in the Nigeria Manufacturing industry.

V. CONCLUSION

From the findings of the study, it can be concluded that, overall the human capital development had a significant impact on the organizational performance of the manufacturing firms.

Specifically, talent development has significant relationship with organizational performance. By moving for the development of new a lot of time is saved by the managers for more efficient planning.

The training & development activities have a significant positive relationship with organizational performance. Training has been seen to be a significant contributor to organizational performance and success. That notwithstanding, there are several ways in which such training may positively affect firm performance. One crucial likely effect is cost reduction and limiting the fixed costs related with sustaining training staffs.

Knowledge management by firm has significant relationship with organizational performance; this shows that organization with adequate knowledge management techniques and equipment to have better performance than its competitors.

Career development has a significant relationship with organizational performance thus the firms should continue to develop their staffs in the competitive industry which will go a long way to improve the organizational performance.

5.2 Recommendations

The recommendations made flow from the findings of the study and constitute the researcher's advice to manufacturing firms for improving their operations and organizational performance. They are;

(1) The investment profile of the studied organizations being tied to human capital development elements like training and retraining (on-the-job and off-the-job) of her human capitals. Also, recruitment of experienced employees and creation of policies that encourages human capital development including formal education should be part of their strategic plans. These will enhance employee performance in achieving organizational goals and objectives.

(2) More proactive performance management system should be adopted. Staff development should be monitored on a regular basis so as to know what strategies are to be adopted or not. Specific information for employee performance appraisal (information system) which is used yearly in the studied companies to assess employee performance should be done twice in a year to keep track of their performances. This assessment should provide a clear understanding of the differences between recent and expected performance, identify the causes of the performance discrepancies and develop action plans to improve performance of the employees through training and development programmes.

(3) Systematic training should be carried out in the studied companies professionally. Identification of training needs should be done in conjunction with the line managers as well as the individual involved with the human resources development. Everyone involved should agree exactly to what the employees are lacking. For instance, what skill is needed and what attitudes need to be changed towards performance.

5.3 Suggested Areas for Further Study

Based on the finding of this research work, I hereby make the following suggestion for further study:

1. This study was limited to manufacturing industry and only Whictech Aluminium Limited and Flight Aluminium Plc in Asaba, Delta State, Nigeria was used as a case study. Further research can attempt to investigate and seek opinion based on wider industry coverage.

2. Nigerian authors should endeavour to carry out research in Nigerian environment, when studying human capital development, so that future researchers can see where to base their argument and also contribute in building meaningful literature for further researches.

3. In its scope, this study centered on manufacturing industry, it is hoped therefore that further research be carried out using other service industry.

4. Finally, the study will be wider in scope in terms of issues and geographical areas covered. It will permit wider generalization and also will be useful in confirming or rejecting existing findings on issue under study.

REFERENCES

- [1]. Ajisafe, O. E; Orifa, Ruth, A. O. and Balogun, J. A. (2015). Influence of Human Capital Management on Organizational Performance in Nigeria. *Journal of Resources Development and Management*, 14(5), 8-14.
- [2]. Annakis, J., Dass, M., & Isa, A. (2014). Exploring Factors that Influence Talent Management Competency of Academics in Malaysian GLC's and Non- Government Universities. *Journal of International Business and Economics*, 2(4), 163-185.
- [3]. Armstrong, M. (2003). *Human Resource Management Practice*. London, UK: Kogan Page.
- [4]. Armstrong, M. (2012). *A Handbook of Human Resource Management Practice*, (12th edn.), London, Kogan Page Publishers.
- [5]. Armstrong, M. (2014). *A Handbook of Human Resource Management Practice*, (13th edn.), London, Kogan Page Publishers.
- [6]. Baron, A. and Armstrong, M. (2007). *Human Capital Management: Achieving Added Value through People*, London and Philadelphia, Kogan Page Publishers.
- [7]. Biswas, M. (2012). *Human Resource Management in Hospitality*. New Delhi, India: Oxford University Press.
- [8]. Bokeno, R.M. (2011). Learning in conflict: revisiting the role of perception. *Development and Learning in Organizations*. An International Journal, 25(2), 15-17.
- [9]. Chapelle, C. A. (2009). The Relationship between Second Language Acquisition Theory and Computer-Assisted Language Learning. *The Modern Language Journal*, 56(93), 741-753.
- [10]. Chetana, N., & Mohapatra, A.K. (2016). Effect of Organizational Learning Culture on Career Development Competencies. *International Journal of Research in IT and Management*, 6(10), 19-31.
- [11]. Chidi N. (2012). Closing the skill gap in the workplace. *Business HR Report*, business day Media Ltd, Lagos.
- [12]. Chigozie, M. P., AGA, C. C., & Onyia, E. (2018). Effect of Human Capital Development in Organizational Performance in Manufacturing Industries in South-East Nigeria. *International Journal of Academic Research in Economics and Management Sciences*, 7(3), 60-78.
- [13]. Choudhury, J. and Mishra, B. B. (2010). Theoretical and Empirical Investigation of Impact of Developmental HR Configuration on Human Capital Management. *International Business Research*, 3(4), 181-186.
- [14]. Cooper, D. R. & Schindler, P. S. (2014). *Business Research Methods*, (12th edn.), Boston, Mc Graw-Hill Irwin.
- [15]. Cross, O. D. (2019). The effects of Human Capital Development on Organizational Performance. *International Journal of Scientific Research and Management (IJSRM)*, 7(1), 952-958.
- [16]. Dae-bong, K. (2009). Human Capital and its Measurement, the 3rd OECD World Forum on "Statistics, Knowledge and Policy", Charting progress, Building Visions, Improving life, Busan Korea 27 – 30 October.
- [17]. David, F. A. (2009) *Statistical Models: Theory and Practice* (revised ed.), UK Cambridge University Press.
- [18]. Dawodu, A. A., Akintunde, O. A. & Olulana, B. S. (2018). Human Capital Development and Organizational Performance in the Food, Beverage and Tobacco Industry in Lagos State, Nigeria. *Nigerian Journal of Management Studies*, 18(2), 27-35.
- [19]. Dekeyser, R. M., & Criado, R. (2013). Automization, skill acquisition, and practice in second language acquisition. In C. A. Chapelle (Ed.), *The encyclopedia of applied linguistics*. London: Blackwell.
- [20]. Doucouliagos, C. (1997). The aggregate demand for labor in Australia: A Meta-analysis. *Australian Economic Papers*, Blackwell Publishing, 36 (69), 224-42.
- [21]. Ellis, R., & Shintani, N. (2013). *Exploring language pedagogy through second language acquisition research*. New York: Routledge.
- [22]. Federman, M. (2016). Towards an effective theory of organizational effectiveness. Retrieved from http://whatisthemessage.blogspot.com/2016_03_01_archive.html
- [23]. Fitzgerald, M. (2014). Talent and Talent Management Insights. Retrieved from <https://eoleadership.hec.nhs.uk/sites/default/files/Insight-1-Defining-Talent-and-Talent-Management.pdf>
- [24]. Gallardo-Gallardo, E., Dries, N., & González-Cruz, T.F. (2013). What is the meaning of 'talent' in the world of work? *Human Resource Management Review*, 23(4), 290-300.
- [25]. Garavan, T.N., Morley, M., Gunnigle, P. and Collins, E. (2003). Human Capital Accumulation: The Role of Human Resource Development. *Journal of European Industrial Training*, 25(2), 48-68.
- [26]. Ingham, J. (2006). Closing the Talent Management Gap: Harnessing your employees' talent to deliver optimum business performance. *Strategic Human Resource Review*, 5(3), 20-23.
- [27]. Jantan, H., Hamdan, A.R., & Othman, Z.A. (2009). Classification Techniques for Talent Forecasting in Human Resource Management. In Huang, R., Yang, Q., Pei, J., Gama, J., Meng, X., and Li, X. (Eds.), *Proceedings of the 5th International Conference on advanced data Mining and Application* (pp.496-503). Berlin, Germany: Springer.
- [28]. Kareem, A. M. (2019). The Impact of Human Resource Development on Organizational Effectiveness: An Empirical Study. *Journal of Management Dynamics in the Knowledge Economy*, 7(1), 29-50
- [29]. Kareem, A. M. (2019). The Impact of Human Resource Development on Organizational Effectiveness: An Empirical Study. *Journal of Management Dynamics in the Knowledge Economy*, 7(1), 29-50
- [30]. Kareem, M. A. (2017). The Role of Human Resources Development Strategy in Achieving Corporate Social Responsibility: At the SME Level. Paper presented at the 21st European Scientific Conference of Doctoral Students, Brno, Czech Republic.
- [31]. Khan, F.A., & Khan, M.A. (2011). Impact of Training and Development on Organizational Performance. *Global Journal of Management and Business Research*, 11(7), 63-68.
- [32]. Marimuthu, M., Arokiasamy, L., & Ismail, M. (2009). Human Capital Development and Its Impact on Firm Performance: Evidence from Developmental Economics. *The Journal of International Social Research*, 2(8), 265-272.
- [33]. Mba, O. A., & Tonye, O. (2014). Human resource development and organisational performance in Nigerian Liquefied Natural Gas Company Limited, Bonny. *Journal of Management and Sustainability*, 4(4), 134-146.
- [34]. Mittal, S. (2013). HRD Climate in Public & Private Sector Banks. *Indian Journal of Industrial Relations*, 49(1), 123-131.
- [35]. Noe, R. (2001). *Human Resource Management* (2nd edition). Upper Saddle River, NJ: Prentice Hall.
- [36]. Nordhaug, O. (1998). Competencies, specificities in organisation *International Studies of Management and Organisation*, 28(1), 8-29.
- [37]. Odhong, A. E., Were, S. & Omolo, J. (2014). Effect of Human Capital Management Drivers on Organizational Performance in Kenya. A Case of Investment and Mortgages Bank Ltd. *European Journal of Business Management*, 2(1), 341-356.

- [38]. Ojokuku, R.M. and Sajuyigbe, A.S. (2015). Effect of Human Capital Development on the Performance of Small and Medium Scale Enterprises in Nigeria. *Journal of Emerging Trends in Economics and Management Sciences*, 6(1) 88-93.
- [39]. Orpen, C. (1994). The effects of organizational and individual career management on career success. *International Journal of Manpower*, 15(1), 27-37.
- [40]. Osman, L.H., Ismail, A., Nowalid, W.A., & Adnan, N.H. (2014). An empirical study of the relationship between career program and employee outcomes. *Journal of WEI Business and Economics*, 3(2), 33-40.
- [41]. Prince, J.B. (2005). Career-focused employee transfer processes. *Career Development International*, 10(4), 293-309.
- [42]. Qureshi M. T. and Ramay I. M. (2006). Impact of Human Resource Management Practices on Organizational Performance in Pakistan, Muhammad Ali Jinnah University, Islamabad.
- [43]. Schultz, T. W. (1961) Investment in Human Capital. *The American Economic Review*, 51(1), 1-17.
- [44]. Schultz, T.W. (1993). The Economic Importance of Human Capital in Modernization. *Education Economics*, 1(1), 13-19.
- [45]. Seleim, A., Ashour, A., & Bontis, N. (2007). Human capital and organizational performance: A study of Egyptian software companies. *Management Decision*. 45(4), 789-801.
- [46]. Serekan, U. (2010). *Research Methods for Business: A skill Building Approach*, (5th edn), USA, John Wiley & Sons Publisher.
- [47]. Severine, D. and Lila, S. (2009). *An Introduction to the Human Development and Capability Approach*, Freedom and Agency, London, EarthScan.
- [48]. Simonds, D. & Pederson, C. (2016). HRD: the shapes and things to come. *Journal of Workplace learning*, 18(2), 122-135.
- [49]. Sims, R. (2002). *Organizational Success through Effective Human Resources Management*. Westport, CT: Quorum Books.
- [50]. Sowunmi, S. O., Eleyowo, I. O., Salako, M. A. and Oketokun, F. O. (2015). Human resource development as a correlate of performance of the banking industry in Ogun State, Nigeria. *Journal of Economics and International Finance*, 7(5) 112-126.
- [51]. Swanson, R. A and Holton III (2001). *Foundations of Human Resource Development*, Carlifornia, Beret – Koehler Publishers, Inc.
- [52]. Swanson, R.A., & Holton, E.F. (2009). *Foundations of Human Resource Development (2nd Edition)*. San Francisco, CA: Berrett-Koehler.
- [53]. Trofimovich, P., & McDonough, K. (2013). Priming in P. Robinson (Ed.), *The Routledge Encyclopedia of Second Language Acquisition* (pp.505-508). New York: Routledge.
- [54]. Ulukan, C. (2014). *Transformation of university organizations leadership and managerial implications*. University of Chicago Press.
- [55]. Walliman, N. (2011). *Research Methods the Basics*, London, Routledge Taylor & Francis Group.
- [56]. Weil, A., & Woodall, J. (2005). HRD in France: the corporate perspective. *Journal of European Industrial Training*, 29(7), 529-540.