

**TITLE PAGE**

**IMPACT OF HUMAN CAPITAL DEVELOPMENT ON PERFORMANCE  
OF AIRTEL MOBILE COMMUNICATION LIMITED KADUNA**

**BY**

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**BEING A RESEARCH PROJECT SUBMITTED TO THE DEPARTMENT  
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## **DECLARATION**

I hereby declare that this research project was carried out by me under the guidance and supervision of **Anna T. Igbasan (Mrs.)** of the Department of Business Administration and Management, Kaduna polytechnic. All authors whose work has been referred to in this project have been duly acknowledged.

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## **APPROVAL PAGE**

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**DEDICATION**

This research project work is dedicated to Almighty ALLAH.

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First and foremost, my sincere thanks and gratitude goes to Almighty ALLAH for giving me the opportunity of becoming what I am today, and had made it possible for me to overcome all the hurdles, up to this happy moment.

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### **ABSTRACT**

*This research project is conducted to examine impact of human capital development on performance of airtel mobile communication limited Kaduna; the objective of the study was evaluate the strategy for the identification of the training need for staff of Airtel Mobile Communication Network, Kaduna and also determine the impact of post-training evaluation on the job performance of Airtel Mobile Communication Network, Kaduna. To achieve the stated objectives, a survey research design was adopted for the study. The population of the study was 50 comprises of management and non-management staff, a sample size of 21 were drawn for the study. It was also revealed that, companies makes recruit from two sources; internal and external sources. Recruitment from external sources though very often is given little advertisement or none at all. External recruitment is done through personal recommendations from top management who usually choose candidates for their friendship and blood relationships. It was concluded that, orientation for new employees was one of the most significant activities done in most construction companies. Reasons advance for these findings is that most telecommunication companies have an in house style and culture of running their organization. Hence recommended that, Central development and regulatory agency: The need for central and regulatory agency is re-echoed through this research. There is a need for a central agency with legislative authority to enforce the advancement of skills, experience and professionalism in the Nigeria.*



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r their wages Airtel, (2017).

If the organisation does not get the expected level or desired quality of performance from its employees, they will either seek out individuals who can address the issue or carry out measures to get their currently failing employees to meet performance expectations. In the case of the latter scenario, the standard solution is training (Onasanya, 2019).

In response to the changes, most firms have embraced the notion of human capital has a good competitive advantage that will enhance higher

performance. Human capital development becomes a part of an overall effort to achieve cost-effective and firm performance (Mayo, 2018).

Human resources has been identified as one of the main sources of competitive advantage by many organisations in today's economy Edvinsson and (Malone, 2015; Stewart, 2016; Sveiby, 2017; Mayo, 2018). Largely, personnel department has been associated with procuring and hiring the human resources. But, after the newly appointed employees join the organization, it is necessary to impart training to them in order to make them competent for the jobs that they are supposed to handle.

Also, in a global, complex and turbulent environment, knowledge is the only reliable source of competitive advantage. Organizational development is always conditioned by human knowledge and skills. Through the process of employee training and development, the development of human resources provides constant knowledge innovation, creates conditions for mutual knowledge and experience exchange and proactive behaviour, in this way contributing to competitive advantage (Sveiby, 2017).

Therefore, training and development of manpower is indispensable to organisations, especially organisations that seek to be efficient and effective. This is because the efficiency and effectiveness of any organisation depends, among other things, on the performance of its manpower.

Manpower development is a process of intellectual and emotional advancement. It relates to series of activities which enterprises embark upon to improve the managerial capacity and capability of their employees (Sveiby, 2017).

Training and development help to ensure that organisational members possess the required knowledge, skill and attitudes necessary for the effective performance of specific task or job, take on new responsibilities, and adapt to changing condition. Systematic training and development of organisation's employees is the foundation of efficient and effective utilisation and productivity of corporate personnel (Judith, 2018).

## **1.2 Statement of the Problem**

As a result of increased global competition, organisations are under consistent pressure to cut expenses, while improving their delivery speed, quality, adaptability and trustworthiness.

In spite of the fact that no organisation can improve its services without continuous training and re-training of its staff, most workers in an organizations may not have been adequately exposed to training programme. This probably affects employees' efficiency adversely and thus, it is certain that the public needs are not always satisfied (Eze, 2019). Organisations often plan meticulously for their investment in physical and capital resources. Not many organisations consider the necessity for a well-defined and sustainable Human capital development for their staff members in order to improve their performance. Human capital development is also impeded by constraint of time for preparation and participation in developing events. Scheduling Human capital development program can be one of the most difficult challenges human resource departments face in Airtel Communication network. Airtel Communication network sometimes reluctant to let employees take much time away from their duties for off-the-job training programme. Furthermore, rapid changes in technology make it

difficult for Airtel Communication network to adequately prepare Human capital development activities and materials, and deliver training before employees need information and new skills.

It is a common knowledge that all jobs in organizations are done through people, yet over the years, most organizations have failed to attach the necessary attention to Human capital development hence the need to determine the impact of human capital development on the organizational performance in Airtel Communication network, Kaduna branch.

### **1.3 Objectives of the Study**

The general objective of this study will be to evaluate the impact of human capital development on the performance of Airtel Mobile Communication Network, Kaduna branch. Other objectives of the study will be to:-

- evaluate the strategy for the identification of the training need for staff of Airtel Mobile Communication Network, Kaduna.
- determine the impact of post-training evaluation on the job performance of Airtel Mobile Communication Network, Kaduna.
- determine the contribution of staff training to the enhancement of the job performance of Airtel Mobile Communication Network, Kaduna.

### **1.4 Research Questions**

The study shall tries to find out answers to the following questions:

- What are the strategies used for the identification of human capital development need for the staff of Airtel Mobile Communication Network, Kaduna?
- What are the impact of post-training evaluation on the job performance of Airtel Mobile Communication Network, Kaduna.?
- To what extent does staff training enhance the job performance Airtel Mobile Communication Network, Kaduna.

## **1.5 Significance of the Study**

This research is significant as it seeks, as one of its objectives, to determine the impact of human capital development on employee's productivity in an organizations.

For this study not to be an effort in futility, it has to be useful to a number of people and institutions, among which are:-

The results or findings of this study will be beneficial to business owners, managers and organizations especially in the locality where this study is being conducted. This will enable them understand the concept of human capital development and its effect on the performance of their organization.

It will also give an insight to managers and business owners on the importance of knowing their employees and ensuring adequate human capital development in their organizations.

This study will also relevant to research bodies and institutions in the nation as a whole, because findings would also be relevant to students and users of information in conducting further research n areas similar to this study.

This research is also of importance because it will aid government agencies in making and implementing policies that would enhance the stability, growth and development of businesses throughout the region in matters concerning human capital development by seeking ways to ensure that employees are adequately trained in their various organizations thereby increasing overall productivity and performance levels.

## **1.6 Scope of the Study**

This study will be carried out on the impact of human capital development on the performance of airtel mobile communication limited. The study was designed to cover the period of five years (2017-2021).

## **1.7 Limitations of the Study**

The researcher intended to investigate the impact of human capital development on the performance of airtel mobile communication limited within the period of 2017-2021. In the process of carrying out this research project, the researcher encountered the following constraints which are:

**Financial constraints:** there is no adequate income at the course of carrying out this research due to the situation of the country.

**Time constraint:** due to time constraints, there was no enough time to carry out this research project because the researcher is a final year student so has many academic activities that keep him busy within the limited time.

**Reluctant to reveal actual facts:** The organization was so reluctant in revealing some actual facts, this has made the researcher to be revisiting always because organization do not want to release information due to fear of breaking their secrets to their competitors.

## **1.8 Definition of Terms**

**Effect:** this refers to the influence and changes in the behaviour, skills, knowledge and contribution of employees that is brought about by training.

**Evaluation:** evaluation is the systematic investigation to ascertain whether training programme results in knowledge acquisition, skill development, effective behavioural changes in learners, training transfer, etc. or not.

**Job performance:** this means the ability and capacity of an employee at a given time either before or after a training event (as the case may be)

**Learning:** a change of a relatively permanent kind which may result in new behaviours, actions, and/or new understanding and knowledge gained through a formal process, spontaneously or incidentally, or through life experience.

**Learning Organisation** is one in which employees continuously broaden their horizon and expand their capacity to achieve the result they desire, and where new and expansive pattern of thinking is nurtured and encouraged.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter reviews related literature on human capital development and its impact on a firm performance. The various components of human capital development are presented.

Issues relating to challenges present in developing human capital are also reviewed.

## 2.2 The Concept of Human Capital

According to Schultz, (2017), Human capital development is the process of helping people to acquire expertise. In an organizational context, it is the process by which organizations help their employees in a continuous and planned way in order to: acquire or sharpen the abilities required to perform various functions associated with their present or expected future roles; develop their general skills as individuals, discover and utilize their inner potential for their own and/or organizational development purposes; develop an organizational culture in which supervisor subordinate relationships, teamwork and collaboration among sub-units are strong and contribute to the professional well-being, motivation, and pride of employees.

The theory of human capital is rooted from the field of macroeconomic development theory (Schultz, 2017). Becker's (2017) classic book, *Human Capital: A Theoretical and Empirical Analysis* with special reference to education, illustrates this domain. Becker argues that there are different kinds of capitals that include schooling, a computer training course, expenditures on medical care. And in fact, lectures on the virtues of punctuality and honesty are capital too. In the true sense, they improve health, raise earnings, or add to a person 's appreciation of literature over a lifetime. From the perspective of Classical Economic Theory, human capital considers labour as a commodity that can be traded in terms of purchase and sale. This classical theory very much focuses on the exploitation of labour by capital. However, unlike the meaning traditionally associated with the term labour, human capital refers to the knowledge, expertise, and skill one accumulates through education and training.



Emphasizing the social and economic importance of human capital theory, Becker (2018) noted the most valuable of all capital is that investment in human being. Becker distinguishes firm specific human capitals from general-purpose human capital. Examples of firm-specific human capital include expertise obtained through education and training in development information systems, accounting procedures, or other expertise specific to a particular firm. General-purpose human capital is knowledge gained through education and training in areas of value to a variety of firms such as generic skills in human resource development.

Regardless of the application, Becker considers education and training to be the most important investment in human capital.

## **2.3 The Components of Human Capital Development**

There are three main components of human capital:

- early ability (whether acquired or innate);
- qualifications and knowledge acquired through formal education;
- and skills, competencies and expertise acquired through training on the job. The concept of human capital arose from a recognition that an individual's or a firm's decision to invest in human capital (i.e. undertake or finance more education or training) is similar to decisions about other types of investments undertaken by individuals or firms.

Human capital investments involve an initial cost (tuition and training course fees, forgone earnings while at school and reduced wages and productivity during the training period) which the individual or firm hopes to gain a return on in the future (for example, through increased earnings or

higher firm productivity). As with investments in physical capital, this human capital investment will only be undertaken by the wealth maximising individual or firm if the expected return from the investment (or 'net internal rate of return').

Jayagopal (2018) proposed a comprehensive framework for human resource development program, comprised upon four major areas with nineteen functions under them and also suggest a dense network of interconnections between these functions. That framework was thrashed and most necessary components are only discussed in detail.

## **2.4 Training and Development**

The two terms are quite identical to each other, but they are not the same in meaning. Training is a learning process that aims to permanently improve the ability and behavior of the employees by enabling them to acquire new skill, knowledge and attitude for more efficient performance. Which includes: identification of training needs; developing suitable training programmes; providing requisite job skills and knowledge to employees; evaluating the effectiveness of training programmes. Training is considered fundamentally important to human capital development. It could be described as the vehicle that takes organization to their destination within a stipulated time frame Schultz, (2017).

Development is the growth or realization of a person's ability, through conscious or unconscious learning. Development programs usually include phases of planned study and experience, and are usually supported by a coaching or counselling facility. Development occurs when a gain in experience is effectively combined with the conceptual understanding that can illustrate it, giving increased confidence both to act and to perceive how such action relates to its context Bolton, (2015).

According to Becker (2016), there are three types of training or knowledge, which are directly related to rate of return and human capital. Becker specified these trainings or knowledge as investments in human capital. These three types of training or knowledge (Becker, 2016) are:

**On-the-Job Training-** —learning new skills and perfecting old ones while on the job. Broken down into two types of training;

- general training- those skills which are —useful in many firms besides those providing it,
- specific training- —training that has no effect on the productivity of trainees that would be useful in other firms;

**Schooling-** —an institution specializing in the production of training, as distinct from a firm that offers training in conjunction with the production of goods; and

**Other Knowledge-** any other information which a person obtains to increase their command of their economic situation.

***On-the-job training*** is intended to improve old skills and provide new skills while employed by a firm. These skills are either transferable or specific. On-the-job training is provided by a firm and utilized to increase the outputs of the firm and to increase the income of the individual. This type of training is valued through the time and effort of the trainees, the —teaching provided by others, and the equipment and materials used. These are costs that are incurred from reducing current production in order to increase future production (Becker, 2017).

On-the-training time periods can vary greatly as more time is spent on an —intern than a machine operator (Becker, 2015).

***General training*** provides transferable skills to the worker. These types of skills are rarely costly to the firm – most of the trainees bare the cost of

general training and reap the benefits of the returns. Employees pay for the general on-the-job training by receiving wages below what they could receive elsewhere. For example, a machinist trained in the military receives lower wages than he would in the competitive labour market; however, he finds his skill has value in steel or aircraft firms, and a doctor in residency at one hospital finds his skills are highly transferable to other hospitals or private practice in the future. Most general on-the-job training presumably increases the future marginal productivity of the workers in the firm providing the training and in other firms (Becker, 2015).

***Specific training*** refers to training provided by a firm that has limited transferability and only increases productivity within the contextual setting. For example, when a firm hires new employees- many times, they are orientated to the culture, specific policies and procedures, and other processes to familiar the new employee with their organization. This type of training is specific because the knowledge acquired raises productivity in the firm providing the knowledge than in other firms. Some specific training may not be useful in a single firm or in most firms, but in a set of firms defined by a product, type of work, or geographical location (Becker, 2019). For example, French legal training would not be very beneficial in the United States, but it would be very useful in France (Becker, 2018).

***School training*** (schooling) is completed off the job and at an institution that specializes in either one skill or multiple skills. Schools are often substitutions for on-the job training at a firm. This is evidence by the shift in training programs from the firm to the school such as legal apprenticeships to law school, and on-the-job engineering experience to engineering schools (Becker, 2018). Most training programs develop on the-job than transfer to

formal institutions because industry usually sees the value of the training much before schools.

Most schooling costs are absorbed by the student in order to reap the benefits of the returns later from higher wages from specialized skill sets. Training of employees results in increased productivity in any organization. The technological growth of any nation depends on the bulk of trained human resources available. John F. Kennedy, as reported by Gary (2017), once said, —Manpower is the basic resource, the indispensable means of correcting other resources to mankind 's use and benefit. How well we train, develop, and employ the human skill is fundamental in deciding how we will accomplish as organizations. The manner in which we do this will profoundly depend on the kind of nation we have. “

According to Becker (2019), workers have the ability to acquire —other knowledge from many sources. Other knowledge has the same ability to increase worker wages as on-the-job training, specific and general training, as well as schooling. Information about the prices charged by different sellers would enable a person to buy from the cheapest, thereby raising his command over resources; information about the wages offered by different firms would enable him to work for the firm paying the highest wage

Gary Becker (2019) claims, —One of the most influential theoretical concepts in human capital analysis is the distinction between general and specific training or knowledge. The distinction helps explain why workers with highly specific skills are less likely to quit their jobs and are the last to be laid off during business downturns. It also explains why most promotions are made from within a firm rather than through hiring Becker, (2018). Becker has established the rationale for firms to provide highly specific

training to their workers. This type of training reaps benefits for the firm through higher productivity and for the worker through higher wages.

#### **2.4.1 Job Rotation**

The distribution of responsibilities it is suggested will result in specialization. However, to be able to utilize their specialization in the best possible way, the work-tasks should be rotated among the employees so as to broaden their field of specialization as well as their knowledge about the organization's operation as a whole. Therefore, once a year the work-tasks should be rotated among the various employees depending upon their qualifications and suitability to perform the new work-task.

#### **2.4.2 Career Planning and Development**

The concept of career planning emerged in the USA in the 1970s, and became popular. It encouraged employees to analyse and assess their ambitions and provide them with the information about a company's career opportunities. It focuses on generating an awareness of strengths and weaknesses among employees and at organization. Without development of people in the organization, the organization cannot prosper. The General Electric Company (GEC) in USA has brought out the Career Dimensions 'work books.

The four areas where career planning program can benefit a company are;

- They maintain a positive relation with employees.
- They help to avoid mismatches between what an employee wants and what a company needs and can offer.
- They provide a way of identifying opportunities for continuous career growth.
- They improve the utilization of professional and managerial staff.

## **2.5 Challenges of Human Capital Development within Telecommunication Network in Nigeria**

### ***2.5.1 Lack of central development and regulatory agency***

Fugar et al., (2015) identified that there is no central agency with legislative backbone to promote and enforce the advancement of skills, experience and professionalism in the Nigeria telecommunication companies. They advanced that there is no compulsion on firms to undertake continual development of their employees. This has partly led to the poor performance of employee in areas such cost, quality service delivery and productivity.

Ofori (2017) confirm that, a high percentage of telecommunication companies undertaken in Nigeria overshoot the cost and time limits set by the parties. It is in this regard that calls for the telecommunication companies in Nigeria to urgently follows successful examples in other countries Fugar (2019).

### **2.5.2 Lack of appreciation of the role of human capital in organizational performance**

Some managers do not place value on the importance of human capital development as the means for reinventing organizations to be competitive and proactive in a highly competitive and ever-changing economic environment Fugar (2019). In such environment, human capital development is not factored into the policy and structure of the company. This has somewhat contributed to the non-sustainability and non-effectiveness of such local enterprises.

### ***2.5.3 Cost of human capital development***

Fisher (2017) advanced that besides being one of the most important human resource development functions, Human capital development is also one of the most costly. Arguably it involves investment of time and financial

resources with long-term benefits. Most owners of telecommunication companies are more interested in immediate benefits than long-term returns. Thus, such enterprises are not normally inclined to invest in human capital development. Furthermore, insufficient and erratic flow of jobs coupled with irregular payment for work done by telecommunication networking clients has increased the unwillingness of telecommunication companies in Nigeria to spend in human capital development Sambasivan & Soon, (2017).

#### ***2.5.4 Macho-nature and low-tech of the industry***

Fugar *et al.*, (2018) explain that Nigeria telecommunication companies, like others in developing countries, is labour intensive and many of the activities on networking projects are technically in nature and cannot be effectively learned within a short time. This has contributed to the less value placed on formal training or education by some managers Loosemore (2019).

#### ***2.5.5 Slowness to Change***

The telecommunication companies is slow to transformation; old networking procedures and techniques are still been used therefore making human capital development apparently inappropriate Business, (2019). Consequently, little prospect or motivation is available to train employees in new technologies and procedures.

### **2.6 Historical Background of Airtel Communication Network**

Airtel is a name that connects India with millions of people all over the world *with millions of people in India*. Today, this telecom giant is amongst the most trusted telecommunication brands in the world. The company's modest journey from a regional operator limited to the city of Delhi to second largest mobile operator in the Asia Pacific region is nothing short of inspiring.



From the humble beginnings in the Indian telecom industry in 1986; Airtel has its roots in Bharti Telecom Limited. Founded in 1986 by [Sunil Bharti Mittal](#), the company was the first in India to offer push button telephones, when the rest of the country was still using rotary phones.

The first partnership they had was with [Siemens AG](#) of Germany, and they started making push-button landlines in India rather than importing it from Taiwan, as it used to be before.

The company then went on to launch various telecom technologies to the Indian market and had innovation at its heart. Going on to acquire license to build a cellular network in Delhi, Bharti Telecom Limited laid the ground work for the mobile operations of the company in the year 1992. It began operations in Delhi in the year 1995 as Bharti Tele-Ventures. The service was extended to various other states by various acquisitions and partnerships.

### **Founder**

This company is the brainchild of Sunil Mittal, who has worked hard for his company from when he assembled landline phones to his purchase of a cellular network in India when it was just a fledgling concept, to making it a household name within a span of a mere 20 years.

### **Company Profile**

The company went through some amazing strategic planning. The goal was always larger than life. Sunil Bharti Mittal rebranded all of his mobile telecom ventures under a single brand-named Airtel in 2003. The company has grown to be India's largest mobile operator, with consistent hard work and everyday innovation.

Airtel had always adopted various cutting-edge strategies to be one step ahead of competition. From acquiring regional operators in its early years, rebranding entire operations under one umbrella to outsourcing activities to various corporations, Airtel always set standards in the industry.

They are the only company who has every part of its operation except marketing, sales and finance and building the 'minutes factory' model of low cost and high volumes, outsourced. Their equipment partner is [Ericsson](#), and [Nokia](#) and IT support is provided by [IBM](#).

Airtel built a smart “Minutes Factory” model aiming at low cost and high-volume output. By outsourcing daily operations and retaining core functions like finance, sales, marketing and development, the brand built sustainable business model that worked wonders over a period of time for the company.

The CEO of the company right now is Gopal Vittal, and the Chairman and Managing Director is Sunil Mittal, the man himself.

### **Global Expansion**

Airtel operates in India, Sri Lanka, Bangladesh, a few countries in African continent and the Channel Islands. They are one of the largest mobile operator networks in the world in terms of subscribers, and has a commercial presence in over 20 countries.

Its area of operations includes:

- The Indian Subcontinent:
- Airtel India, in India
- Airtel Sri Lanka, in Sri Lanka
- Airtel Bangladesh, in Bangladesh

- Airtel Africa, which operates in 17 African countries:
- Burkina Faso, Chad, Democratic Republic of the Congo, Republic of the Congo, Gabon, Nigeria, Kenya, Madagascar, Malawi, Niger, Nigeria, Rwanda, Seychelles, Sierra Leone, Tanzania, Uganda and Zambia.
- The British Crown Dependency islands of Jersey and Guernsey, under the brand name Airtel-Vodafone, through an agreement with [Vodafone](#).

## **Marketing Strategies**

In 2004, Airtel went ballistic with glitzy ideas. The collaboration with world famous music composer [A R Rahman](#) brought about their theme song which was an instant hit among subscribers. The tune went on to make a unique place in Airtel's history. The company rebranded itself in 2010 with a new logo and a new theme song to establish global identity.

Today, company offers various products such as 2G, 3G and 4G wireless services, High Speed Internet, Fixed line telephony and DTH services. In a span of 19 years, the company went from offering mobile telephony services in one city in India to expanding its operations in over 20 countries.

Being 4<sup>th</sup> largest mobile operator in the world with a subscriber base of over 250 million, the story of Airtel's success will forever motivate those who dare to dream.

## **2.8 The Relationship between Human Capital and Firm Performance**

The human capital focuses on two main components which are individuals and organizations. This concept has further been described by Garavan et al., (2019) that human capitals have four key attributes as follows:

- (1) flexibility and adaptability
- (2) enhancement of individual competencies
- (3) the development of organisational competencies and
- (4) individual employability.

It shows that these attributes in turn generate and add values to individual and organizational outcomes. There are various findings that incorporate human capital with higher performance and sustainable competitive advantage (Nordhaug, 2018); higher organisational commitment (Iles et al., 2015); and enhanced organisational retention (Robertson et al., 2019). Hence, all this debates fundamentally focuses on individual and organizational performance. From the individual level, Collis and Montgomery (2015) point out that the importance of human capital depends on the degree to which it contributes to the creation of a competitive advantage. From an economic point of view, transaction-costs indicate that firm gains a competitive advantage when they own firm-specific resources that cannot be copied by rivals. Thus, as the uniqueness of human capital increases, firm have incentives to invest resources into its development and the aim to reduce risks and capitalize on productive potentials. Hence, individuals need to enhance their competency skills in order to be competitive in their organizations.

The human capital theory has undergone a rapid development. Within its development, greater attention has been paid to training related aspects. This is much related to the individual perspective. Human capital investment is

any activity which improves the quality (productivity) of the worker. Therefore, training is an important component of human capital investment. This refers to the knowledge and training required and undergone by a person that increases his or her capabilities in performing activities of economic values. Some recent literature shows the importance of training. In any case, it is fitting to point out that the workforce's lack of training is related to low competitiveness (Green, 1993). In turn, a greater human capital stock is associated with greater productivity and higher salaries (Mincer, 2017).

Likewise, training is linked to the longevity of companies (Bates, 2018) and greater tendency to business and economic growth (Goetz & Hu, 2016). In addition, Doucouliagos (2017) has noted human capital as a source not only to motivate workers and boost up their commitment but also to create expenditure in Research and Development (R&D) and eventually pave a way for the generation of new knowledge for the economy and society in general. Also, for small businesses it is a valuable asset, which is positively associated with business performance. Finally, investment in training is desirable from both a personal and social perspective. From the organizational level, human capital plays an important role in the strategic planning on how to create competitive advantages. Following the work of Snell (2019) it stated that a firm's human capital has two dimensions which are value and uniqueness. Firm indicates that resources are valuable when they allow improving effectiveness, capitalizing on opportunities and neutralizing threats. In the context of effective development, value focuses on increasing profits in comparison with the associated costs. In this sense, firm's human capital can add value if it contributes to lower costs, provide

increased performances. Another study by Seleim (2017) analysed on the relationship between human capital and organizational performance of software companies. They found that the human capital indicators had a positive association on organizational performances. These indicators such as training attended and team-work practices, tended to result in superstar performers where more productivity could be translated to organisational performances. This was also supported by Dooley (2018) who found a significant positive correlation between the quality of developers and volume of market shares. Based on the above arguments we can conclude that human capital indicators enhanced the firm performance directly or indirectly. A study by Bontis and Fitzenz (2019) found that the consequences of human capital development and they established the relationship between human capital development and economic and business outcomes. In this study, a total of 25 firms in the financial services companies were selected.

The study measured human capital effectiveness with four metrics; revenue factor, expense factor, income factor and Human Capital Return on Investment (HCROI). The fundamental aspects of any organization are to generate more revenue and income per employee. Human capital has a direct impact on the intellectual capital assets that will yield higher financial results per employee. The development of human capital is positively influenced by the educational level of employees and their overall satisfaction. Therefore, development of human capital has a direct impact on Return on Investment (ROI) of firms.

A causal model using a set of cross-sectional data developed by Selvaraja (2017) indicates that human capital enhancement paves a way for greater innovativeness and this in turn offers positive implications on firm

performance. In the meantime, firm performance and human capital could also be viewed in the context of high-performance work systems Hsu, (2017). It is argued that the formation and emphasis on the human capital enhancement will result in high performance or rather high-performance work systems.

Admittedly, human capital development and enhancement in organizations tend to create a significant contribution on organizational competencies and this in turn becomes a great boost for further enhancing innovativeness and the current literature to a large extent supports the fact that firm performance is positively impacted by the presence of human capital practices Noe, (2018); Youndt (2019). Some even endorsed that human capital development is a prerequisite to good financial performance Delaney & Huselid, (2016) and in addition, the importance of organizational human capital with regard to firm performance was further supported by Hsu et al. (2017). In addition, evidence shows that the relevance of human capital to firm performance has also become prevalent among the technology-based new ventures, and it seems that the use of human capital tool (emphasizing quality of employees) per say in small technology based new ventures tends to have a great impact on the firms 'success Shrader & Siegel, (2017).

In the meantime, human capital enhancement can also be viewed in the context of Top Development Team (TMT). Heterogeneity or sometimes is called diversity in TMT will tend to lead to greater performance because the argument is heterogeneity promotes various characteristics to be absorbed into the work force team; this includes people of different age groups, functional backgrounds, education backgrounds, tenure and gender. These characteristics have a positive impact on firm performance as argued under the upper echelon theory (Hambrick and Mason, 2019). Studies reveal that

heterogeneity cultivates greater knowledge, creativity and innovation among the team members (Watson et al., 2018; Maimunah & Lawrence, 2019). Heterogeneity is positively linked to better problem solving and offering creative solutions (Michel & Hambrick, 2019).

Hence, diversity is positively related to performance. Even in the context of an organization, the implementation of certain development approaches or philosophies also deals with the infusion of human capital (e.g. quality circles, team of employee's experts) especially when faced with problems (Kanji, 2017). Again, in a very broad discussion, especially in the context of total quality development (TQM), firms can be assessed using financial and non-financial performance.

The financial performance includes employee productivity, defect rates and market share and non-financial performance that include work flow improvement, innovation, customer satisfaction and skills development (Kaplan & Norton, 2016).

Besides this, diversity is able to attract and retain the best talent available; reduced costs due to lower turnover and fewer lawsuits, enhanced market understanding and marketing ability, better problem solving, greater organizational flexibility and better overall performance and improvement in decision making at strategic level (Bantel, 2018).

Heterogeneity is positively linked to better problem solving and offering creating solutions (Michel & Hambrick, 2018). A recent study in the related area also provides some insightful information about the heterogeneity effect on firm performance (Maran, 2018).

Undoubtedly, heterogeneity (in the form of human capital) can be a significantly important input to human capital development and enhancement as it makes organizations to be more creative and innovative



for long term survival in their international and global markets (Grossman, 2018).

In light of this, the competency of Top Team Development (TMT) is supported by the input-based international human capital, transformational human capital and output based international human capital (Huang et al., 2019). However, some even argue that the relationship between innovative human resource practices (though human capital practices are not directly involved) and organizational performance could be described as non-linear‘ Becker, (2017).

### **2.8.1 Impact on Firm Productivity**

National Institute of Economic and Social Research provide some interesting evidence on the links between the skill composition of the work-force of a firm and labour productivity is provided. In their study, they take a number of UK manufacturing firms and match them with continental firms producing similar products. This allows them to carry out direct productivity comparisons of these matched samples of manufacturing plants (Mason & van Ark, 2018). In the UK, the lower level of manpower skills was found to affect negatively labour productivity, the types of machinery chosen, the ways in which machinery was modified for the firm ‘s particular needs, the smooth running of machinery and the introduction of new technology. The relationship between workers ‘productivity and subsequent firm *profitability* is, however, a complex one (Mason & van Ark, 2019).

Present literature aiming to enumerate directly the impact of training to worker or firm productivity, several studies show that training does indeed have a positive effect on productivity. Some studies have found a positive effect of human resource practices (including training) on firm productivity (Black & Lynch, 2017). Some very interesting conclusions can be drawn

from the evidence concerning the impact on productivity of training undertaken with a *previous* employer.

### **2.8.2 *Impact on Firm Profitability***

Existing literature also shows positive correlation between human capital development and firm 's profitability. The few studies available that have addressed this issue tend to confirm that not all the productivity gains resulting from training are compensated through a corresponding increase in individual remuneration, so that investment in training remains profitable for firms. In particular, two studies using very different data and approaches suggest that the productivity increase is over twice the size of the wage increase caused by training (Tamkin et al., 2019)

Further interesting results relate to the existence of profitability returns to the firm from training sponsored by another employer. This suggests that on-the-job employer provided training sometimes generates considerable third-party externalities (benefits that are not appropriated by either the trainee or the trainer) when trainees do not stay with the employer who trained them.

### **2.8.3 *Impact on Firm Long-Term Competitiveness***

Some empirical studies directly confirm findings, suggesting strong links between the employment of graduates, including professional scientists and engineers, and the adoption and use of high-level technologies in the firm, and between the extent of investment in worker training and the speed and successful adaptation of new technology and also impact on future competitiveness (Pfau & Kay, 2017; Low & Kalafut, 2019). More-highly-educated and more highly-skilled workers have been found not only to be able to adapt more rapidly and efficiently to new tasks and technologies, but also to be a direct source of innovation and to influence the long-term competitiveness of the company (Low & Kalafut, 2018). In fact, education

and even previous informal training have been found to increase substantially a worker 's ability to be innovative on the job.

## **2.9 Human Capital Development Research in the Nigeria Context**

From the foregoing it can be seen that existing literature shows a strong positive relationship between human capital development and firm's performance. Extant literature also shows a dearth of studies on human capital development in Nigeria context. Fugar et al., (2019) explored the human capital theory and its implications for Nigeria telecommunication companies. The study based on a literature review explored empirical evidence of the implications of human capital development on the telecommunication companies. The review was based on studies done outside the Nigeria industry and indicates lack of empirical evidence on the relationship between human capital development and company 's performance in the Nigeria context.

## **2.10 Summary of Chapter**

The research tried to discover the existing literature on human capital and its impact on firm performance. The conceptualisation of human capitals is closely connected to some basics of economics and firm performance. The literature reviews demonstrate that there are solid proofs to show that the infusion of human capital development in organisations encourages innovativeness and better firm performance. Studies also point to the fact that financial performance is surely impacted through the development of human capitals.

Therefore, to sustain competitiveness in the global organisation, human capital development becomes a medium through which productivity can be increase.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter will deal with the methods and procedures employed by the researcher in gathering data. It explains the tools and methods that were used on the research work. It specifically presents Research design, population of the study, sampling size, sampling techniques, data collection instrument and administration, methods of data analysis and justification of instrument used.

#### **3.2 Research Design**

Yin (2019) described the research design as that structure which guides collecting and subsequently analysing data or as the techniques for doing this. It enables the researcher to connect empirical data to its conclusions to the initial research question of the study in a logical sequence (Bryman, 2016; Yin, 2019).

A Cross Sectional design will be employed for this research. This was because the research comprised a wide variety of designs including: surveys; structured observations; content analysis; official statistics and documentation. The where, who and what questions asked by this research were answered by employing survey design methods:

interviews and questionnaires. Additional questions including the how's and whys were answered by employing other designs including narrative analysis, content analysis, official statistics, and documents. Also, historical data (archival analysis) obtained from literature informed the research and aided in the design of the procedural framework. This provided a good platform to extensively exhaust the questions and provide appropriate answers to them.

### **3.3 Population and Sample Size of the Study**

Airtel Mobile Communication Network has various units' staffs which comprise of management and non-management staff. But for the purpose of this study, the researcher will be restricted to Airtel office at Yakubu Gawon Way unit. A sample size of the unit was chosen. It is in the opinion of the researcher that the sample size of the study represents the views of the entire population under study.

Fifty staff of Airtel Mobile Communication Network which comprises of 20 management staff and 30 non-management staff was selected to answer the questions contained in the questionnaires. Out of the total fifty questionnaires distributed to the entire population, twenty-one (21) were successfully filled and returned and used as sample size for the study.

### **3.4 Sampling Techniques**

A working population is the operational definition of the general population from which the researcher can reasonably identify as complete a list as possible of members of the general population (Rea and Parker, 2017). Due to time and financial constraints on the part of researchers, a census is usually disregarded as unfeasible, that is, not all members of the population are being surveyed. A subset of the population or the sample' is, thus, used to gain information about the entire population (Henry, 2019). A relatively small sample if appropriately selected can be informative about the total population. The Department of Feeder Roads under the Ministry of Roads and Highways in Ashanti Region provide a total number of 21 —A2B2|| contractors working with Feeder Roads in the Region. Due to the small size of the population, there was no sampling conducted. Thus the total

population here being the A2B2 contractor were the target of the questionnaire distribution

### **3.5 Justification of the Instrument Used**

The researcher chooses the mean statistic and chi-square method as procedure for statistical analysis for the purpose of accuracy and clarity. With this method also, data are easily tabulated and useful conclusion can be drawn.

### **3.6 Sample Size and Sampling Techniques**

This study had an estimated population size of forty six (46) staff of Airtel Mobile Communication Limited of which the questionnaire will be distributed to, out of which 40 were successfully filled and returned and used as sample size for the study. Census method was applied because of the smallness of the population under study and the accuracy it possesses

### **3.7 Instruments for Data Collection**

The research data were collected with the aid of a questionnaire which is made up of two sections. Section “A” is on demographic characteristics of the respondents which comprises of gender, education qualification, position held and working experience. Section “B” is on research question 1, 2 and 3 respectively.

### **3.8 Data Presentation and Analysis Techniques**

The researcher employed the use of the mean statistic for the data analysis and decision rule was used to take decision. Value (s)  $\geq 3.0$  were considered as agree and value (s)  $\leq 2.73$  were recorded as disagree. Hypotheses were tested using chi- square ( $X^2$ ).

## **CHAPTER FOUR**

### **DATA PRESENTATION, ANALYSIS AND INTERPRETATION**

#### **4.1 Introduction**

This chapter presents information on primary data collected from respondents on Human Capital Development (HCD) practices in Airtel Mobile Communication Limited, Kaduna State of Nigeria. The data were processed and presented in tables, graphs and other statistical representations using SPSS. Interpretations given were on processed data collected from the field that sought to establish the impact of HCD practices on the organisation performance of rural banks.

### **SECTION A**

#### **4.2 Demography of Staff of Airtel Mobile Communication Limited, Kaduna**

**Table 4.2.1 Gender of Staff**

Valid	Frequency	Percent
Male	25	62.5
Female	15	37.5
Total	40	100.0

Source: Researcher's field survey 2022



Table 4.2.1 represents the gender of respondent of the Airtel Mobile Communication Limited, Kaduna for the study. The above table shows that 25 respondents representing 62.5% are males and 15 respondent representing 37.5% is a female. This clearly confirms the fact that Airtel Mobile Communication Limited, Kaduna is male dominated. This could also mean that women do not pusually gain employment to the study company than men, the company do not support that women occupy many positions.

Informal interviews the researcher had with some respondents revealed that women are not supported to be engaged in many position in the study company because of the biological duty of childbearing and the tendency to truncate their career to make room for family-related responsibilities.

**Table 4.2.2 Age range of Respondents**

Valid	Frequency	Percent
31-40	24	60
		40
41-50	16	100.0
	40	
Total		

Source: Researcher's field survey 2022

Table 4.2.2 gives the age range of the managers of the Airtel Mobile Communication Limited, Kaduna. The table shows 24 respondents

representing 60% of staff are between the ages of 31 to 40 years. 16 respondents, representing 40% of staff belong to the age range of 41 to 50. This indicates that most of these staff belong to the youthful and mature range of ages. This therefore means that production companies of today prefer having younger and exuberant staff to the then past middle-aged staff. This could also mean that younger staff may serve as a means of making Airtel Mobile Communication Limited appealing to the youth.

**Figure 4.2.3 Highest level of education of staff**

Valid	Frequency	Percent
Master degree	19	47.5
		35
First degree	14	
	8	20
HND	40	100.0
Total		

Source: Researcher's field survey 2022

Figure 4.2.3 bears the highest level of education of staff of the Airtel Mobile Communication Limited, Kaduna. The figure shows clearly that 19 staff have at least a master degree. This means that one would have to have a higher level of education to occupy a managerial position. 14 respondents have first degree and just 8 of the respondents hold a higher national diploma. This evidently shows that staff of the Airtel Mobile Communication Limited, Kaduna have the

appropriate level of education to carry out the operation of this company effectively.

**Table 4.2.4 Execution and Management of HR practices**

		Frequency	Percent
Recruitment and selection	Centralized	40	100.0
Training and development	Centralized	32	80.0
	Executed and Managed by Line Managers	8	20
Compensation	Centralized	40	100
Performance Appraisal/ Management	Centralized	5	12.5
	Executed and managed by line managers	35	87.5
Employee participation	Centralized	9	22.5
	Executed and managed by line managers	31	77.5
Career Planning	Centralized	30	75.0
	Executed and managed by line managers	10	25.0

Source: Researcher's field survey 2022

Table 4.2.5 shows how some HCD practices are executed and managed by these company. All 40 manager-respondents indicated that recruitment and selection is a centralised activity. This means that it is carried out by top management at the head office. The only role line managers have to play is to communicate and justify the need extra hands and the recruitment and selection are done for the branches. Although some of the section of the company take inputs from line

managers as to what type of person to select, they do not play any direct and major role in the recruitment and selection process.

32 respondents representing 80% indicated the training and development is carried out at the head office and by top management. Training programmes are drawn up by top management and resource persons are arranged for by the top managers. It is rare for a department to carry out training activities on its own. All training and development needs are consolidated and carried out by the top management at the head office.

There is a situation where line managers are allowed to go as far as identify training and development needs and recommend training and development programmes for the approval or otherwise of the management and Board. 8 respondents representing 20% indicated line managers have some role to play in training and development activities.

All 40 respondents representing 100% indicated that compensation as a HCD activity is carried out executed and managed at the head office by top management made up of the Board, general manager and their deputy. Often, operations managers have oversight responsibility over the payroll management together with the accountant or finance

officer. 35 respondents representing 87.5% agree that all performance appraisal activities are decentralised and carried out by line managers who play supervisory role to the appraised. 5 respondents representing 12.5% indicated and upon further enquiries explained that, performance management which is a new concept to almost all the section of the company is a centralised activity which is being experimented and therefore it is yet to be left in the hands of line managers. It is a common practice that underperforming employees are transferred to the head office for coaching or for reassignment.

Out of the 40 respondents, 31 representing 77.5% indicated that employee participation is a practice encouraged by line managers at the various section. 9 respondents representing 22.5% responded that this practice is centralised in that employees only participate in work related decision making and take initiatives only at the behest of top management. This can only mean that employee involvement is gaining grounds in the Airtel Mobile Communication Limited, Kaduna.

On career planning, 30 respondents representing 75% indicated that career planning is a centralised activity. It is the top management in the company who map out the career path employees in the organisation take. It is the top level

managers who decide on who, when and how an employee earns a promotion, earns a sponsorship to further education or fills up a vacancy. 10 respondents representing 25% however indicated that line managers make recommendations as to who deserves a promotion or is qualified for a vacancy. Interestingly, no matter the input of line managers, the back still stops with the top-level management in determining the career path of people in the employment of the company.

## **SECTION B**

### **4.5 DATA PRESENTATION AND ANALYSIS FROM EMPLOYEES**

Data collected from employees of the Airtel Mobile Communication Limited were processed and presented in quantitative and qualitative forms. These data were on the perceptions of employees towards HCD practices of their organizational performance, the effects of such practices on HCD outcomes and labour productivity.

**Table 4.2.6 Item Statistics of Recruitment and Selection by Employees**

PARAMETERS	Mean	Std. Deviation	N
Advertisement are used by the company to recruit	2.99	1.196	108
In this organisation, the selection system selects those with desired knowledge, skills and attitudes	3.31	.952	108
There is formal induction, orientation and familiarization process designed to help new recruits understand the organisation	3.81	.880	108

I prefer this organisation fills vacancy internally rather than externally	3.82	.955	108
Appointment in this organisation is based on merit	3.56	1.088	108

Source: Researcher's field survey 2022

From table 4.2.6 above, the mean figures of 3.81, 3.82 and 3.56 represent the items; „there is formal induction, orientation and familiarization process designed to help new recruits understand the organization. I prefer this organisation fills vacancy internally rather than externally and appointment in this organisation is based on merit“. These mean figures indicate that employees agree to these three issues raised under recruitment and selection. The two lower mean figures of 2.99 and 3.31 representing the first two items on the use of advertisement in recruitment and selecting qualified hands demonstrates employees' neutrality on the two issues. On the average, employees neither agree nor disagree that these practices are carried out in their organisations.

**Table 4.2.7 Summary Item Statistics on recruitment and selection from the viewpoint of employees**

	Mean	Minimum	Maximum	Range	N of Items
Item Means	3.498	2.991	3.824	.833	5

Source: Researcher's field survey 2022

Table 4.2.7 offers an average mean of 3.49 to recruitment and selection practices of the company from the viewpoint of employees. This means that employees hold a neutral view to the practices of their organisations on issues

related to recruitment and selection. In other words, employees on the average neither agree nor disagree to the issues in this category. The minimum mean of 2.99 related to the item asking if advertisements are used by the industry to recruit, proves that employees could not concretely agree that their organisations resort to advertisement in recruiting. The maximum mean of 3.82 pertaining to the item seeking to establish if employees prefer their organisation fills vacancy internally rather than externally, proves that employees prefer that vacancies are filled internally therefore the strong agreement to the item. There are 5 items on this scale.

**Table 4.2.7 Item Statistics of Career Planning of employees**

Parameters	Mean	Std. Deviation	N
Employees have a clear career path	2.94	1.105	108
Employee's career aspirations within the organisation are discussed with immediate supervisor	2.60	1.191	108
Employees have more than one potential position for promotion	2.62	1.074	108
Individual and organisational growth needs are matched in this organisation	2.67	1.152	108
Every employee is aware of career path in the organisation	2.54	1.164	108

Source: Researcher's field survey 2022

Table 4.2.7 displays the mean collected by each and every item under career planning for employees. The item statistics show that employees have no



definite opinion on any of the questions asked. The item with the highest mean of 2.94; „employees have a clear career path“ connotes neutrality from the viewpoint of employees. Whilst some employees are sure of their career path in their organisations others are not; bringing about the average opinion expressed. Employees again, neither agree nor disagree to these; employee’s career aspirations within the organisation are discussed with immediate supervisor, employees have more than one potential position for promotion, individual and organisational growth needs are matched in this organisation and every employee is aware of career path in the organisation. It is worthy to note that though employees have an idea about the career paths they wish to chart, they seem not to be aware of what their organisations offer in connection to their careers.

#### 4.6 What are the effects of HCD Practices on Motivation, Job Satisfaction and Organisational Commitment?

**Table 4.6 Item Statistics on motivation and job satisfaction from the viewpoint of employees**

	Mean	Std. Deviation	N
When things go well with your job, your contribution is often recognized	3.07	1.117	108
I am satisfied with the freedom to take initiatives with how my job is done	2.80		108
	2.93	1.048	108
My job comes with independent thought and action	2.76		108
I am satisfied with the pay I receive for my job		1.065	
I am satisfied with the employment security the	2.70		108

organisation offers me		1.143	108
The employment security offered by the organisation allows me to be innovative and initiative with job related issues		1.146	
	2.81		108
I am motivated to work harder	3.06	1.051	108
		1.130	

Source: Researcher's field survey 2022

Table 4.2.7 relates to item statistics on motivation and job satisfaction from the viewpoint of employees. The items in the above table seek to measure the effectiveness of HCD practices on outcomes such as motivation and job satisfaction. Items; „when things go well with your job, your contribution is often recognized“ and „I am motivated to work harder“ recorded the highest mean of 3.07 and 3.06 respectively. This means that employees do not give a decided view on these items and therefore remain neutral. The critical issue of satisfaction with pay received for ones job and employment security offered by the organisations received average responses shown by the mean of 2.76 and 2.70 respectively. None of the other items produced either an agreement or disagreement in connection with employees“ responses.

## 2.3 Summary of Findings

The following are the summary of research findings.

## **General HRM Practices of Airtel Mobile Communication Limited.**

- **Recruitment and Selection Practices**

It is evident from the research findings that companies make recruit from two sources; internal and external sources. Recruitment from external sources though very often is given little advertisement or none at all. External recruitment is done through personal recommendations from top management who usually choose candidates for their friendship and blood relationships. On the other hand, internal recruitment which requires filling vacancies through promotions, transfers and upgrading is used by these production companies as a means of selecting employees to fill vacancies. These activities are centralised and line managers have little or no role to play in the recruitment and selection process of Airtel Mobile Communication Limited. The Airtel Mobile Communication Limited however, make it point to have formal induction, orientation and familiarisation process for new recruits which are very important and rewarding practices. It is worth noting that most appointments are based on merit in these organisations.

## **2. Recruitment and Selection**

From all indications, the implementation and the management of human resources by non-HCD experts has damaging implications. It was found out that HCD functions like recruitment and selection were left in the hands of directors and general managers and this opens the recruitment and selection processes up to nepotism, cronyism and favouritism. Starting with recruitment and selection, it is recommended that people HCD expertise with the help of line managers are made to carry out these activities so that people with the appropriate skills, attitudes and knowledge are hired. This will ensure professionalism and institutionalism in the activities of Airtel Mobile Communication Limited.

## **3 Training and Development**

This research revealed that, the wholesale nature of training and development programmes of Airtel Mobile Communication Limited do not permit the full realisation of the benefits of the practice. It is therefore recommended that there should be coherent and strategic training and development that is planned to match both individual and organisational interests.

#### **4 Employee Participation and Employment Security**

Additionally, employee involvement should be touted the more to get employees to participate more and better in decisions that affect their jobs. Such an environment will automatically create employment security and unveil innovativeness and potentials of employees. Furthermore, providing feedback, counselling and grievance handling avenues will reduce conflicts and tension.

#### **5. Career Planning**

The research findings show that management of Airtel Mobile Communication Limited do not have so much interest in the career development of employees. Career planning is made the sole responsibility of employees.

#### **6. Performance Management**

It was found out from the study that performance appraisal is largely a formality and a yearly affair and when it does happen, feedback is neither properly nor regularly given to employees. Performance management on the other hand was non-existent.

Research has shown the positive effect of 360 degree form of appraising in directly improving performance. This form of appraisal help employees to

build their own self awareness of their strengths, weaknesses and development needs.

Finally, performance improvement is not only a result of well functioning system but also depends on effective human resource strategies that succeed in recruiting and maintaining a committed and motivated workforce (Al-Ahmadi, 2019). The research found that there is nothing like HR strategy let alone to talk of linking it with business strategy. It is imperative for rural banks to go beyond the talk and paper work and get on executing these HR functions properly to bring the desired impact on organisational performance.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATION**

#### **5.1 Introduction**

The aim of this research has been to assess the impact of human capital development on performance of Airtel Mobile Communication Limited, Kaduna and to achieve this, a number of objectives were set. It has already been presented that human capital development plays a pivotal role in company success. The study has reviewed pertinent literature, surveyed the relevant populations and results of the survey analysed and discussed. In this chapter, the objectives are revisited to bring into light the extent to which the aim of the study has been achieved throughout the various phases of the study based on the findings of the study. The chapter also provides conclusions and recommendations based on the findings of this research work. Again, the limitations that were encountered throughout the study are also brought to fore.

#### **5.2 Conclusion**

From the review of literature various human capital development activities were identified. To achieve objective of the study, the level of frequency at which these activities are undertaken was surveyed. The performance of the contractors against time, cost and quality was also investigated. The findings from the survey show that orientation for new employees was one of the

most significant activities done in most construction companies. Reasons advance for these findings is that most telecommunication companies have an in house style and culture of running their organization. The project performance of the companies were investigated against three main variables; time, cost and quality. The results show that most of the companies completed their project on time with others completing before the scheduled time. The study also showed that most of the respondents indicated their ability to perform well in meeting the expected cost of the project. The research results further showed that most of the respondents indicated that they performed well by even completing the project below the expected cost. On most projects the results show that telecommunication companies performed in terms of quality as required or as stated in the contract documents. The results from the survey disagree with what most studies indicate (Ofori, 2015; World Bank, 2016; Ahiaga-Dagbui, et al., 2018). Reasons advanced could be that since the respondents are the ones judging themselves, airtel communication network would like to boost the image of their companies and may project the image of the company more highly than it should be.

Following the literature review a number of challenges to human capital development were identified. In achieving objective three the respondents were asked to rate how significant these challenges are using the likert scale. The study findings show that, lack of financial resources is a major restraint to the developmental needs of Airtel Mobile Telecommunication Industry. The least ranked variables were slowness to change and low level of education. The results signify that these challenges are not very significant to the industry.



### **5.3 Recommendations**

Human capital development is imperative for Airtel Mobile Telecommunication Industry. The benefit far outweighs the cost. With the increasing need to provide better quality service by Airtel Mobile communication companies and also to remain on the competitive edge, human capital development is a must. From the study the following recommendations are made:

- Central development and regulatory agency: The need for central and regulatory agency is re-echoed through this research. There is a need for a central agency with legislative authority to enforce the advancement of skills, experience and professionalism in the Nigeria.
- Telecommunication industry: Improving access to finance. From the study it is recommended that access to finance and ability of contractors to secure working capital should be increased.

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## **APPENDIX**

### **QUESTIONNAIRE**

**KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY**

**COLLEGE OF ARCHITECTURE AND PLANNING**

**DEPARTMENT OF BUILDING TECHNOLOGY - KUMASI**

**ASSESSING THE IMPACT OF HUMAN CAPITAL DEVELOPMENT ON  
PERFORMANCE OF ROAD CONTRACTORS IN NIGERIA**

Dear Respondents,

The researcher is a post-graduate student at the Kwame Nkrumah University of Science and Technology studying for a Master of Science degree in Construction Development. The researcher is conducting a research into **the impact of human capital development on the performance of road contractors in Nigeria.**

I have designed a questionnaire on issues related to this topic. I will really appreciate if you can spend a few minutes of your time filling this questionnaire. The questionnaire will take you about 15 minutes to complete.

Your answers are very important for the proper analyses of the research. Your answers shall be treated confidentially and anonymously. I kindly request you to fill this questionnaire honestly.

In the event of questions or queries, please do not hesitate to contact us. Thank you for your time and valid contribution in advance.

Yours faithfully,

Godfred Deku, MSc Researcher

Email – [godfred.deku@gmail.com](mailto:godfred.deku@gmail.com)

Mobile: 0244455872 /0209167575

**Emmanuel Adinyira PhD, BSc, FRRAG MGIOC, ICIOB.**

Kwame Nkrumah University of Science and Technology

Kumasi-Nigeria.

College of Architecture and Planning

Department of Building Technology

**(Research Supervisor)**

**The questionnaire is divided into three main sections.**

**SECTION A: (SOCIO-DEMOGRAPHIC CHARACTERISTICS OF THE  
RESPONDENTS)**

Please answer or tick where appropriate

- Position Held:



Project/Contract Manager	Civil Engineer	Materials	Engineer
Managing Director	Others	please	specify

.....

- How long have you been working in this institution

0– 5 yrs 6 -10 yrs 11 – 15 yrs 16 – 20 yrs 21 yrs & above

- Age Group:

18–30 yrs 31-40 yrs 41-50 yrs 51-60 yrs 61- 70 yrs

- What is your highest academic qualification?

Postgraduate First Degree HND/ Diploma

Technician (CTC I, CTC II, CTC III) Others pls specify..... 5. What is professional qualification? Msc Building Technology

- 6. How long has your organization been?

0 – 5 yrs 11 – 15 yrs 15 – 20 yrs

20 yrs and above

## SECTION B: LEVEL OF HUMAN CAPITAL DEVELOPMENT IN THE NIGERIAIAN ROAD CONSTRUCTION INDUSTRY

Please answer or tick where appropriate

- Does your company have a program for human capital development?

Already implemented In preparation Not planned

- Your organisations human capital development program can be described as?

There is no formal program

Periodic short-range solutions or program

A formal program is underway with widespread employee awareness

Others (please specify).....

Please, answer the following questions by indicating to what extent they apply or occur in your operation

Not very frequent– (1); Not frequent - (2); Neutral– (3); Frequent– (4); Very frequent – (5)

<b>Human capital development</b>		1	2	3	4	5
3	There is a process in place to ensure new employees receive job-related training.					
4	There is a process in place to provide orientation for new employees.					
5	There is a process in place to identify employees who could be further developed or promoted into other roles.					
6	There is a process in place to equip employees with skills to help them move into new roles in the future.					
7	There is a process in place to identify and correct performance gaps.					
8	There is a well-designed and widely accepted training policy					
9	The development is willing to invest resources to ensure personnel development					
10	The company has a periodic on the job training for employees					
11	The company has a periodic off the job training for employees					
12	Employees who return from training programmes are given opportunities to try out what they have learnt					
13	Those who are sponsored for training programmes take the training seriously					
14	Those who go for training go with a clear understanding of the knowledge and skills they are expected to acquire from training					

15	Employees are sponsored for training programmes on the basis of genuine training needs					
16	Career opportunities are pointed out to employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17	Development is committed to training of employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18	Training of employees is given due importance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19	Future plans are made known to the managerial staff to help them develop their efficiency					
20	Performance appraisals are taken seriously	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21	There is a thorough job on self- appraisal in terms of reviewing, reflecting and analyzing the factors affecting their performance					
22	There is in-house training programme	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23	In-house training programmes are handled by competent senior staff					
24	The qualities of in-house training programmes are excellent					

### **CONTRACTOR PERFORMANCE ON PROJECT TIME, QUALITY AND COST**

Please use the table below to provide some details about your firm's performance in terms of time, cost and quality on your last five completed projects.

Note: the variance =  $\frac{\text{proposed time/cost} - \text{final time/cost}}{\text{proposed time/cost}} \times 100$

Proposed time/cost

PROJECT	UNDER SCHEDULE	ON SCHEDULE	TIME OVERRUN
1			

2			
3			
4			
5			
PROJECT	UNDER BUDGET	ON BUDGET	COST OVERRUN
1			
2			
3			
4			
5			
PROJECT	BELOW QUALITY SPECIFIED	ABOVE QUALITY SPECIFIED	AS REQUIRED
1			
2			
3			
4			
5			

### SECTION C: IDENTIFYING CHALLENGES TO HUMAN CAPITAL DEVELOPMENT

How significant are these challenges in identifying human capital development in your organization.

Please use the scale below to answer the following questions.

Not Significant challenges – (1); Not very Significant Challenges - (2); Neutral– (3); Significant challenges– (4); Very Significant challenges – (5)

Challenges in Human capital development		1	2	3	4	5
1	Lack of financial resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Lack of central development and regulatory agency	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Cost of Human Capital Development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Lack of appreciation to the role of human capital development					

5	Macho-nature and low-tech of the industry	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	Slowness to change	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	High employee mobility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	Low level of education	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	Fragmentation of the industry	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10. How will you describe human capital development in road construction industry in Nigeria?

- it is important, it makes a firm competitive, and improves employee performance
- it is not very necessary and so can be overlooked
- I don't know

Please do you have any recommendation for the development of human capital in the road construction industry? Kindly indicate below

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THANK YOU VERY MUCH FOR YOUR TIME!!!