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Human Capital Development And Employee Job Performance Of Selected Local Government Areas In Rivers State, Nigeria

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ABSTRACT

The study evaluated the relationship between talent management strategies and employee job performance of Local Government Areas in Rivers State. The design of the study was descriptive survey study. The population was one hundred and forty four (144) senior staff and head of department of eight selected Local Government Areas in Rivers State. Taro Yamane formula was used to determine the sample size. Questionnaire was distributed to one hundred and six (106) respondents of the 8 Local Government Areas for the study. Ninety (90) copies of the questionnaire were returned, Eight five (85) copies were usable; five (5) copies were wrongly filled and were not usable. While sixteen (16) were not retrieved. Questionnaire was the major instrument for data collection. Cronbach's alpha test was used to measure the reliability of the questionnaire with the aid of Statistical Package for Social Sciences (SPSS version 23). Responses obtain were analyzed on a five-point Likert's scale, varying from "very strongly agree", to "very strongly disagree. The Pearson Product moment Correlation with the aid of statistical package for social science was used to test proposed hypotheses. The study concluded that there is a significant relationship between talent management strategies and employee job performance in Local Government Areas in Rivers State. Performance management, career development and human capital development influence employee job performance in the Local Government Areas in Rivers State. It was recommended that career development should be prioritized in order for employee to be efficient in their functions and career.

Keywords: Human capital development, Efficiency, Effectiveness, Adaptability and Employee

INTRODUCTION

Talent management strategies are a vital activity that helps organization to have the right people with the skills as well as expertise to meet the speedy and future needs of the organization. The process covers activities such as selection, development, succession and performance management (Wellins, Smith & Erker, 2009). According to Wellins, Smith and Erker (2009) Talent management strategies is the process of identifying, development, recruitment, retaining and deployment of high potential individuals at the workplace. A talent management strategy also entails the identification, development as well as management of talent portfolio (Drucker, 2008). It is therefore a deliberate approach undertaken to attract, develop and retain people with the aptitude and abilities to meet current and future organizational needs. Talent management strategies has been a top priority in the developed countries for decades now as expressed in literature for countries such as the UK, USA, France, China, and Australia (Coulson-Thomas, 2012, Chugh & Bhatnagar, 2011, Egerová, 2013, Lewis & Heckman, 2011). These studies show that the concern as well as search for talent is worldwide concern. According to a global survey that was conducted by Stavrou-Costea and Morley (2011) that targeted 26 countries and 32,000 employees revealed that shortage of talent in business entities is undermining performance. Public sectors just like any other establishment need talented employees. The challenge with Africa especially in Nigeria is that over the years, the continent has suffered brain drain, as talented employees seek greener pastures in Europe and America (Lewis & Heckman, 2011).

Kambui, (2014) equally argues that talent management strategies in Africa has been a major challenge due to poor compensation by companies, and prevalence of uncompetitive work environment that impact negatively on employee performance and desire to remain with the organization.

According to Serrat (2010), talent management strategies is one of the most pressing issues in organizations today as competition for talent has and will continue to define organizations concern. Critical talents are scarce and the situation is getting worse due to a widening skills gap and large-scale social integration that is driving changing lifestyles and talent poaching among rival firms (Serrat, 2010). Collings and Mellahi (2009) identify various set of practices covered by most talent management activities; staffing, recruitment, training and development, succession planning and employee retention management. Talent management strategies are therefore essential for employee performance. According to Heinen and O'Neill (2004) talent management strategies are the best way of harnessing employee's potential and enhancing performance. The ideal talent management strategies is one where all employees understand the mission and vision of the organization, how far they have gone towards achieving the organization's goals, and the skills required to improve performance and help the organization realize its dream. Talent management strategies improve employee performance and boost the productivity of an organization (Armstrong & Baron, 2007). Numerous empirical studies on talent management strategies contain the central notion that talent management is associated with different human resource department practices, such as the strategic recruitment, retention, development and training of talented employees or high-potential employees (Lewis & Heckman, 2006, Armstrong & Baron, 2007). These studies assert that the allocation of the appropriately selected person to the appropriate position and the development and training of the relevant competence based on strategic business objectives will result to higher productivity and organizational competitiveness and is regarded as crucial to an organization's success (Collings & Mellahi, 2009, Lewis & Heckman, 2006, Tarique & Schuler, 2010). Organizations therefore ought to provide career development opportunities to their staff by conducting internal training programs to enhance their job experience, enable self-career management by carrying out talent appraisals, enable work changes by instituting internal transfers and retaining the right talent. Armstrong (2008) deduced that talent management strategies consist of a wide range of activities including; employee attraction and retention policies, talent audit, employee resource strategy, talent relationship management, role development, career management, learning and development and performance management.

The purpose of this study was to empirically determine the relationship between human capital development and employee job performance in selected Local Government Areas in Rivers State. The specific objectives of this study included.

4. To examine the relationship between human capital development and effectiveness of Local Government Areas in Rivers State
5. To investigate the relationship between human capital development and efficiency of Local Government Areas in Rivers State
6. To examine the relationship between human capital development and adaptability of Local Government Areas in Rivers State

The research questions are as follows

4. What is the relationship between human capital development and effectiveness of Local Government Areas administration in Rivers State?
5. What is the relationship between human capital development and efficiency of Local Government Areas administration in Rivers State?
6. What is the relationship between human capital development and adaptability of Local Government Areas administration in Rivers State?

LITERATURE REVIEW

Theoretical Framework

Social Learning Theory and Develop-Deploy-Connect (DDC)

The baseline theory that well connects the idea of talent management strategies and employee job performance is Social Learning Theory. This theory is of the view that an organization which lacks the capabilities for acquiring and utilizing existing knowledge as well as sourcing fresh insights, is likely to face extinction in the competitive economy, (Buchanan 2000, cited in Ahiauzu & Asawo 2016). Consequently, the learning organization creates a clear vision about the future, through a coherent action plan of steady transformation, moves toward the envisioned dream, thereby becoming super productive. In this regard talent management strategies are conceived as a principal means of achieving the strategic goals of the organization. According to Wheelen and Hunger (2004) cited in Ahiauzu & Asawo (2016) Strategic flexibility demands a long-time commitment to the development and nurturing of critical resources and consequently negative entropy. Another theory that also connects talent management strategies is Deloitte talent management model known as Develop-Deploy-Connect (DDC). The elements of DDC model comprises of; capacity, commitment and alignment which is the core of an organization's talent management strategy (Deloitte Resource, 2004). By focusing on these three elements, organization can generate capacity, commitment and alignment in the key workforce segments, which in turn improves business performance. When this happens, the attraction and retention of skilled talent largely takes care of themselves. Effective development occurs when people have knowledge, skills, networks and relationships they need to succeed. There are three important benefits that could result from this virtuous circle; the first one being capability, which results when capable individuals work together, they build organizational capabilities. The second one is alignment that occurs when the right people are in the right jobs. The third result is commitment. People are more likely to master work that engages them, foster their growth and encourage productive relationship.

Concept Human Capital Development

Human capital signifies the human factor in the organization, the joint intelligence, skills as well as expertise that give the organization its distinctive character (Mayo, 2001). The human encompasses those elements in the organization that are capable of learning, changing, innovating and providing resourceful thrust which if properly motivated can ensure the long-term survival of the system. The notion of human capital refers to the abilities as well as skills of human resources of a country, while human capital development refers to the procedure of acquiring and increasing the number of persons who have the skills, education and experience that are essential for economic growth and expansion of a country's economy (Okojie, 2005). Also, Ejere (2011) asserted that human capital refers to the human factor in the production process; and consists of the joint knowledge, skills or competencies and abilities of the workforce. Of all factors of production, only human beings are capable of learning, adapting or changing, innovative and creative. Human capital formation or development, according to Harbison (1973) human capital development can be seen as the deliberate and continuous process of acquiring requisite knowledge, skills and experiences that are applied to produce economic value for driving performance and organizational goals. Rastogi (2000) stated that human capital is a vital input for organizations continuous upgrading mainly on knowledge, skills, and abilities. Therefore, the meaning of human capital is seen as the knowledge, skills, competencies, and attributes embodied in individuals that facilitate the creation of personal, social and economic well-being for the organization (Organization for Economic Co-Operation and Development or OECD, 2001). The constantly changing business environment requires firms to strive for superior competitive advantages via dynamic business plans which incorporate creativeness and innovativeness. This is fundamentally imperative for their long term sustainability. Undoubtedly, human resource input plays a noteworthy part in improving firms' competitiveness (Barney, 1995). Substantial studies were carried out on human capital and their implications on firm performance, the studies prove that human capital enhance productivity

Concept of Employee Job Performance

Improving individual work performance has become one of the key objectives for every organization. According to Quick and Nelson (2011) organizations must have a clear outline of what employee performance entails. For employees to perform efficiently and effectively they should have an understanding of what is expected of them. Hunt (2014) states that to define employee performance, organizations use different measures which include; the achievement of set goals, timely completion of assigned task and quality of output. Employee performance is also defined by the demonstration of competencies determined by whether employees behave in a way that is expected of them on their jobs (Fakhr, 2013). These criteria correspond to each other; however, they are different. Mensah (2015) states that most managers are able to identify goals but confuse competencies and skills. Cook and Crossman (2004) highlight that achieving goals is a function of the competencies people demonstrate on their jobs which depend on the skills and other attributes. Thus, it is important for managers to understand the difference for effective planning (Padmashree, 2012). Anderson (2002) emphasizes that it is extremely important for public sector departments to measure the performance of their employees constantly in order to ensure that talent management strategies implemented are effective. According to Bond and Fox (2007), measuring employee performance accurately and efficiently is challenging. Kuvaas (2006) postulates that when measuring employee performance, the focus must be on the future not on the past so as to establish meaningful and realistic targets and search for the most realistic means of reaching them. Armstrong (2006) affirms that one of the important elements necessary to measure employee performance objectively is the ability to judge performance and this involves using clear and defined standards.

Rudman (2004) states that the core element of measuring employee performance is evaluating the tasks completed by employees against the pre-determined goals for a specific time frame. Among other things, performance management encompasses the attainment of the desired standards, the quality of the results, the time taken to achieve the results and the costs involved (Kuvaas, 2006). Fletcher and Bailey (2003) argue that measuring performance efficiently and accurately helps management to judge and measure employee potential which enables them to identify talented individuals at an early stage.

Measures of Employee Job Performance

Effectiveness

Effectiveness oriented companies are concerned with output, sales, quality, creation of value added, innovation, cost reduction. It measures the degree to which a business achieves its goals or the way outputs interact with the economic and social environment. Usually effectiveness determines the policy objectives of the organization or the degree to which an organization realizes its own goals (Zheng, 2010). Meyer et al (2002) analyzed organizational effectiveness through organizational commitment and Involvement in the decision making process, psychological attachment felt by an individual. Effectiveness measures the extent to which the service provided meets the objectives and expectations of the organization or a customer. Effectiveness refers to the extent to which the stated objectives of a business are met. Effectiveness measures how well the outputs of a program or service achieved stated objective (desired outcomes) of that program or service. Common measure of the organizational performance is effectiveness (Bounds, 2005; Robbins, 2000). Although managers and investors often place effectiveness with efficiency, yet according to Mouzas (2006), each of these terms have their own distinct meaning. Most organizations assess their performance in terms of effectiveness. Their main focus is to achieve their mission, goals and vision, effectiveness oriented companies are concerned with output, sales, quality, creation of value added, innovation, cost reduction, it measures the degree to which a business achieved its goals or the way output interact with the economic and social environment. Zheng (2010) said that effectiveness determines the policy objectives of the organization or the degree to which an organization realize its own goal. Meyer and Herscovitch (2001) analyzed organizational effectiveness through organizational commitment. According to Heilman and Kennedy-Philips (2011) organizational effectiveness helps to assess the progress towards mission fulfillment and goal achievement. To improve on organizational effectiveness management should strive for better communication, interaction, leadership, direction, adaptability and positive environment.

Efficiency

Vanbruaenene (2004) asserted that, efficiency refers to how an organization uses its resources to achieve organization objectives. Efficiency measures include, per unit costs which refers to a measure of per unit cost and reveals how many resources are consumed in producing a unit of service. Cycle time: Measures the amount of time it takes for a process to be completed. Efficiency is all about resource allocation across alternative uses (Kumar and Gulati, 2010). Efficiency measures relationship between inputs and outputs or how successfully the inputs have been transformed into outputs (Low, 2000). To maximize the output Porter's Total Productive Maintenance system suggests the elimination of six losses, which are: reduced yield–from start up to stable production; process defects; reduced speed; idling and minor stoppages; set-up and adjustment; and equipment failure. The fewer the inputs used to generate outputs, the greater the efficiency. According to Pinprayong and Siengthai (2012) there is a difference between business efficiency and organizational efficiency. Business efficiency reveals the performance of input and output ratio, while organizational efficiency reflects the improvement of internal processes of the organization, such as organizational structure, culture and community. It is important to understand that efficiency doesn't mean that the organization is achieving excellent performance, although it reveals its operational excellence in the source of utilization process. Organizations can be managed effectively, yet, due to the poor operational management, the entity will be performing inefficiently (Karlaftis, 2004). If the organization is able to manage its resources effectively, yet it does not realize its long term goals, then it is not efficient. Efficient but ineffective organization cannot be competitive and it will go into bankrupt eventually. If the company is inefficient but effective it might survive, but the cost of operational management, processes and inputs will be too high. Cost inefficient organizations do not have proper resource allocation management. From the accounting perspective they might break even or have very little profit. Although, such organizations have excellent long term perceptions of the degree of the overall success, market share, profitability, growth rate, and innovativeness of the organization in comparison with key competitors (Zokaei, 2006). Inefficient organizations should consider the assessment of their recourse allocation. Usually, the morale in such entities is high. Delicate changes brought in the operations and introduced in a subtle manner should result the increase in the efficiency, which would lead organization to desired competitive advantage.

Adaptability

Adaptability is the degree to which an organization has the ability to alter behavior, structures; and systems in order to survive in the wake of the environmental change (Denison, 1990). Adaptability entails translating the demands of business environment into action. Organizations as open systems exist in environment that is complex and uncertain. To survive and make profit, organizations need to adapt continuously to the different levels of environmental uncertainty. Environmental uncertainty represents an important contingency for organization structure and internal behavior (Daft, 1998). Organizations need to have the right fit between internal structure and the external environment. In a world where each day brings new global competitors, technical breakthrough, and shifting markets, many companies have seen their competitive advantages ripped apart. The new level of environmental uncertainty, called hyper competition, has created a condition of constant disequilibrium and change, not only in fast-moving, high-tech industries, but also across the board (D' Aveni in Daft, 1998).

Denison (1990) identified three aspects of adaptability that impact an organization's effectiveness. These include first, ability to perceive and respond to the external environment. Successful organizations are very focused on their customers and their competitors. Second is the ability to respond to internal customers, regardless of their department or function. Third is the capacity to restructure and re-institutionalize a set of behaviours and processes that allow the organization adapt. Without the ability to implement adaptive response, an organization cannot be effective (Denison, 1990). According to Denison (1990) the indices of the adaptability trait include creating change, customer focus and organizational culture. Creating change involves the ability of an organization to create adaptive ways to meet changing needs. It includes the ability of the organization to read the business environment, quickly react to current trends; and anticipate future changes. Customers focus index of the adaptability trait involves the ability of an organization to understand and react to their customers, and anticipate their future needs. It reflects the degree to which an organization is driven by a concern to satisfy its customers. Most firms have a process that identifies customers and manages them. It includes activities that take place within the firms as well as those designed to attract customers to the firm. These activities combine both operations management and marketing; and include product design and manufacturing, service provision and scheduling, price setting, facility setting and delivery of after-sale service. All these activities have a heavy cultural overlay. Indeed, the way a company manages its customers is perhaps the most visible external indicators of its culture (Young, 2000).

Human Capital Development and Employee Job Performance

The human capital focuses two main components which is individuals and organizations. This concept has further been described by Garavan et al., (2001) that human capitals have four key attributes as follows: (1) enhancement of individual competencies (2) flexibility and adaptability (3) the development of organizational competencies and (4) individual employability. It shows that these attributes in turn generate added values to individual and organizational outcomes. There are various findings that incorporate human capital with higher performance (Noudhaug, 1998) and enhanced organizational retention (Robertson et al., 1991). Hence, all this debates fundamentally focuses on individual and organizational performance. From the individual level, Collis and Montgomery (1995) points 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. Therefore, as the uniqueness of human capital increases, firm have incentives to invest resources to them achieve their goals. 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, 1997). Likewise, training is linked to the longevity of companies (Bates, 1990). Another study by Seleim, Ashour, and Bontis (2007) analyzed 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 organizational performances. The development of human capital is positively influenced by the educational level of employees and their overall satisfaction. This was also supported by Dooley (2000) 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 causal model using a set of cross-sectional data developed by Selvarajan et al. (2007) indicates that human capital enhancement paves a way for greater innovativeness and this in turn offers positive implications on firm performance.

In view of the foregoing argument, the following hypotheses were drawn

Ho_1: There is no significant relationship between human capital development and effectiveness in Local Government Areas administration of Rivers State

Ho_2: There is no significant relationship between human capital development and efficiency in Local Government Areas administration of Rivers State

Ho_3: There is no significant relationship between human capital development and adaptability in Local Government Areas administration of Rivers State

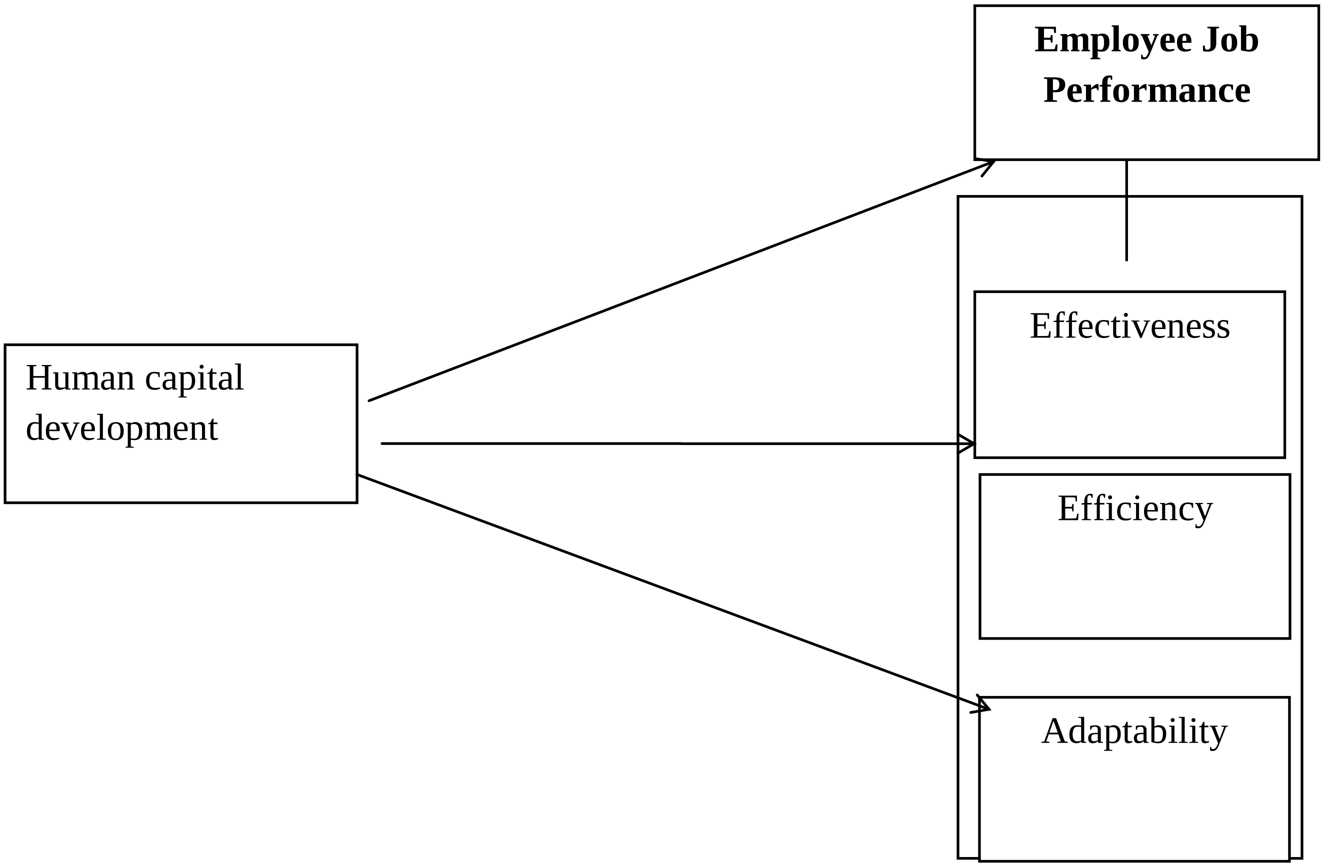

Fig. 1: Operational framework for the hypothesized relationship between human capital development and employee job performance
Source: **(**Armstrong & Tylor, 2014 and Fletcher & Bailey, 2003)

METHODOLOGY

For the reason of investigating the relationship between human capital and employee job performance the study adopted the cross sectional survey design. The population was one hundred and forty four (144) senior staff and head of departments of eight selected Local Government Areas in Rivers State. Taro Yamane formula was used to determine the sample size. Questionnaire was distributed to one hundred and six (106) respondents of the 8 Local Government Areas for the study. Ninety (90) copies of the questionnaire were returned, Eight five (85) copies were usable; five (5) copies were wrongly filled and were not usable. While sixteen (16) were not retrieved. Questionnaire was the major instrument for data collection. Cronbach's alpha test was used to measure the reliability of the questionnaire with the aid of Statistical Package for Social Sciences (SPSS version 23). Responses obtain were analyzed on a five-point Likert's scale, varying from "very strongly agree", to "very strongly disagree. The Pearson Product moment Correlation with the aid of statistical package for social science was used to test proposed hypotheses.

Table 1.1 Reliability Test

VARIABLE	NO OF ITEM	ALPHA
Human capital development	4	0.788
Effectiveness	4	0.783
Efficiency	4	0.794
Adaptability	4	0.785

Source: Research data, 2019

DATA ANALYSIS AND RESULTS

Bivariate Analysis

We used the spearman's rank order correlation coefficient tool at 95% confident level for data analysis. The tests cover hypotheses $\mathbf{H_{01}}$, $\mathbf{H_{02}}$ and $\mathbf{H_{03}}$ which are bivariate and all stated in the null form. To this end, we based on the Spearman's Rank (rho) statistics to carried out the analysis. The 0.005 significance level was adopted as the basis for accepting or rejecting the null hypotheses at (p0.005) or rejecting the null hypotheses at (p0.005).

$\mathbf{H_{01}}$ There is no significant relationship between human capital development and effectiveness of Local Government Areas in Rivers State

Human Capital Development and Effectiveness

Correlations

		HCD5	EFFE5
HCD5	Pearson Correlation	1	.731**
	Sig. (2-tailed)		.000
	N	85	85
EFFE5	Pearson Correlation	.731**	1
	Sig. (2-tailed)	.000	
	N	85	85

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Survey data, 2019

The table above shows that human capital development correlate with effectiveness (r = -0.731). This signifies a very high correlation indicating normal relationship. The relationship that exists between human capital development and effectiveness is shown to be significant at 0.01 significant levels. With reference to the benchmark stipulated by Irving (2005) for accepting either the null or alternative hypothesis, we thereby reject the null hypothesis since the computed output is greater than 0.20, that is, r-.731 is greater than 0.20. Hence the alternative hypothesis is accepted

$\mathbf{H_{02}}$ There is no significant relationship between human capital development and efficiency of Local Government Areas in Rivers State

Human Capital Development and Efficiency

Correlations

		HCD5	EFFI5
HCD5	Pearson Correlation	1	.724**
	Sig. (2-tailed)		.000
	N	85	85
EFFI5	Pearson Correlation	.724**	1
	Sig. (2-tailed)	.000	
	N	85	85

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Survey data, 2019

The table above shows that human capital development correlate with efficiency (r = -0.724). This signifies a very high correlation indicating normal relationship. The relationship that exists within human capital development and efficiency is shown to be significant at 0.01 significant levels. With reference to the benchmark stipulated by Irving (2005) for accepting either the null or alternative hypothesis, we thereby reject the null hypothesis since the computed output is greater than 0.20, that is, r-.724 is greater than 0.20. Hence the alternative hypothesis is accepted.

H_{03}: There is no significant relationship between human capital development and efficiency of Local Government Areas in Rivers State

Human Capital Development and Adaptability

Correlations

		HCD5	ADAPT5
HCD5	Pearson Correlation	1	.698**
	Sig. (2-tailed)		.000
	N	317	317
ADAPT5	Pearson Correlation	.698**	1
	Sig. (2-tailed)	.000	
	N	317	317

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Survey data, 2019

The table above shows that human capital development correlate with adaptability (r = -0.698). This signifies a very high correlation indicating normal relationship. The relationship that exists within human capital development and adaptability is shown to be significant at 0.01 significant levels. With reference to the benchmark stipulated by Irving (2005) for accepting either the null or alternative hypothesis, we thereby reject the null hypothesis since the computed output is greater than 0.20, that is, r-.698 is greater than 0.20. Hence the alternative hypothesis is accepted.

DISCUSSION OF FINDINGS

The finding of the test of hypotheses 1, 2 and 3 (human capital development, effectiveness, efficiency and adaptability), concluded that there is a positive and high correlation between employee training, effectiveness and efficiency of Local Government Areas in Rivers State. A study by Seleim, Ashour, and Bontis (2007) analyzed on the relationship between human capital and organizational performance of software companies. They found that the human capital indicators had a positive relationship with organizational performance. These indicators such as training attended and team-work practices, tended to result in superstar performers where more productivity could be translated to organizational performances. This was also supported by Dooley (2000) 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. In addition, Doucouliagos (1997) has noted human capital as a source not only to motivate workers and boost up their commitment but also to create expenditure in 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 form both a personal and social perspective. From the organizational level, human capital plays a significant role in the strategic planning on how to create competitive advantages. Following the work of Snell et al., (1999) 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. A study by Bontis and Fitzenz (2002) found that the consequences of human capital management and their established relationship between human capital management and economic and business outcomes are very clear.

CONCLUSION AND RECOMMENDATIONS

Human resource development significantly influences effectiveness of employee in Local Government Areas of Rivers State. Human resource development significantly influences efficiency of employee in Local Government Areas of Rivers State. Human resource development significantly influences adaptability of employee in Local Government Areas of Rivers State.

From the findings, we make the following recommendations

v. Career development should be prioritized in order for employee to be efficient in their functions and career
vi. Organizational managers as a matter of urgency should improve human capital development since it increase effectiveness, efficiency and adaptability of employee job.
vii. Performance management should be made to encompasses employee seminar, workshop not just appraisal and testing.

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