



Human Resource Development and Employee Performance: A Study of Idemili South Local Government Council of Anambra State (2006- 2018)

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ABSTRACT

The study is on Human Resource Development and Employee Performance: A study of Idemili South Local Government Council of Anambra State (2006-2014). The underlying motive for the study is the recurring problem of low productivity in the Local Government Council and its consequences on the developmental initiatives of the Local Government. The objective of the study is to examine the impact of human resource development on employee performance in Idemili South Local Government Council of Anambra State. The study is anchored on the Human Capital Development Theory propounded by Theodore Schultz in 1961. Survey research design was adopted for the study and data were obtained from primary and secondary sources. The population of the study is 285 made up of the entire staff of the Local Government Council. Generated data were collated and analyzed using descriptive statistical tools. Findings show that there is a relationship between human resource development and the quality of service delivery of the staff of Idemili South Local Government Council and that human resource development affects employee motivation and commitment to the realization of organizational goals in Idemili South Local Government Council. Drawing from the findings, we recommend that since there is a relationship between human resource development and the quality of employee service delivery, there is the need for the management of the Local Government to institute measures to ensure that all staff is made aware of, and had adequate knowledge of its human resource development policy. Also post training evaluation should be instituted in order to increase the effectiveness of human resource development programmes.

Keywords: Human Resource Development, Service Delivery, Employee commitment, Employee Performance

INTRODUCTION

The development of the nation is the major preoccupation of most government in the third world countries and human resources have been identified as one of the most important instrument for development. In fact it is the major propeller for development.

Human resource also referred to as manpower, occupies an indispensable position in every establishment, be it manufacturing or service organizations such as local governments which constitute the third tier of government in the Nigerian federation. It is a fact that no organization can function effectively without the human resource element. As posited by Wabara, Chijindu and Emerole (2017) the prime factor to how an organization thrives are at the whims and caprices of the human resource elements of the organization. It thus, constitutes an organization's greatest asset. This therefore calls for adequate and continuous

investment in the development of the human resource asset of the organization with the view to effectively attain the set objectives of the organization.

The pivotal role of human resources in an organization informed the importance attached to its development as a competent human resource element is a means of reducing inefficiency, increasing employee productivity and invariably organizational performance.

Thus, as organizations strive to first of all recruit the best, in the same vein, they prioritize the development of the human element to maximize talents, skills and ability which will automatically reflect on the company's profit. An organization will find it difficult to deliver on corporate and clients demand if the employees do not receive regular training. This is because the formal educational system may not adequately provide specific job skills for a position in a particular organization, and while few employees may have the required skills, knowledge, ability and competencies needed to fit into a specific job function, some others may require extensive training to acquire the necessary skills to be able to fit into a specific job function and also make significant contribution to the organization's performance (Malaolu and Ogbuabor, 2013).

Historically, human resource development, also known as manpower development or staff training is as old as human civilization. From the pre-historic times, the jobs of adults have been to teach children to prepare them for adulthood. Nevertheless, throughout the centuries past, societies have changed, have become more complex and the kind of works to be done, the skills needed, and the tools used to do the work have also changed. In order to manage these changes and the increasingly new demands that require training and retraining of the human resource assets of the organization, organizations invest massively in human resource development.

In the Nigerian local government system precisely, it is the function of the local government service commission to take care of staff development of the different cadre of employees of the local government. The local government service commission carry out these activities by offering a variety of scheduled workshops, in-service training and seminars in the areas of: leadership and management; interpersonal skills; oral and written communications skills; and personal development skills. These training programmes held both in urban and in rural areas, provided customized and in-house group training to meet the specific needs of the programme areas, provide consulting and facilitation services in several areas, including but not limited to planning, organizational change, team building, and workplace restoration; provide assistance in identifying organization and staff development needs and recommendations to meet associated training requirements.

It should however be noted that most public and private sector organizations do not have plans for the development of their staff. Once those people are recruited and deployed into offices, it appears that there is no kind of orientation programmes, neither are they trained to acquire other modern skills or improve upon existing skills, talents and educational qualifications. This tends to impact negatively on the effectiveness of the workforce.

In recent years, it has been noted that a good number of public sector organizations, especially the Local Government System, perform abysmally very poor as a result of lack of competent and skilled manpower. The challenges of lack of skilled manpower, technological problems which invariably lead to low productivity and poor service delivery place a serious limitation on the overall performance of the local government systems. Thus, continued existence of the Local Government System in Nigeria have been questioned as a result of the poor perception of their roles as vehicles of change and development in spite of the reforms and constitutional provisions as enshrined in the 1999 constitution of the Federal Republic of Nigeria (as amended), (Obioma 2007).

It is against this background that this study examined the impact of Human Resource Development on Employee Performance in Idemili South Local Government Council within the period 2006-2018. Specifically, the objectives of the study include:

1. To ascertain the relationship between human resource development and the quality of service delivery of the staff of Idemili South Local Government Council.
2. To determine the effect of human resource development on employee commitment to the realization of organizational goals in Idemili South Local Government Council.

3. .To examine the effect of human resource development on employee motivation in Idemili South Local Government Council..

Research Hypotheses

1. There is no relationship between human resource development and the quality of service delivery of the staff of Idemili South Local Government Council.
2. Human resource development does not affect employee commitment to the realization of organizational goals in Idemili South Local Government Council.
3. Human resource development does not affect employee motivation in Idemili South Local Government Council.

Conceptual Explanations

Human Resource Development

Human resource development consists of related concepts as employee training, career development, performance management, coaching, mentoring, organization development etc. The focus of all aspects of human resource development is on developing the most superior workforce so that the organization and individual employees can accomplish their work goals in service to customers. According to Heathfield (2016), human resource development (HRD) is the framework for helping employees develop their personal and organizational skills, knowledge, and abilities. Stones (1982) as cited in Atiomo (2000), defined human resource development as any organizational planned efforts to change the behavior of employees so that they can perform to an acceptable standard on the job. Flippo (1980) defines human resource development as a calculated effort aimed at increasing an employee's skills for doing a particular job and developing person's knowledge for vocational purpose. In agreement with the above views, French (1974), posits that staff development is a process that aims to bring up individuals up to a desired standard for present or potential assignment and still in the same line of reasoning, Glueck (1986) sees human resource as a systematic process of altering the behavior, knowledge and motivation of employees in a direction to increase organizational achievement. It is a premeditated course of action taken in order to bring about changes in employees' approach to work.

The concept of human resource development recognizes that not all labour is equal and that the quality of an employee can be improved by investing in them. The educational experience and abilities of an employee have an economic value for the employee and for the organization as a whole. According to Schultz (2009), human resource like any other capital could be invested in through education and training. Such exercise leads to an improvement in the quality and level of production.

According to Nadler & Nadler (1989) the three key activities involved in HRD include: training, education and development. Training has a focus on the learner's present job. It may be off-the-job (conducted outside the office) or on-the-job (conducted within the office environment). Education has a focus on the learner's future job while development is learning that is not focused on the job but on the potentials of the executive cadre.

Training and development are often used to close the gap between current performances and expected future performance. It is seen to be an important function of human resource management (Weil & Woodall 2005). Amongst the activities of this function is the identification of the needs for training and development and selecting methods and programmes suitable for these needs, plan on how to implement them and finally evaluating their outcome (McCourt & Eldridge 2003).

Nadler (1984) noted that all the human resource development activities are meant to either improve performance on the present job of the individual, train new skills for new job or new position in the future and general growth for both individuals and organization so as to be able to meet organization's current and future objectives.

Employee Performance

Employee performance is the prerequisite for the success of any organization. According to Arowolo (2012), performance is an action that involves a lot of efforts aimed at achieving a purpose. It is measured on a given set of standard to determine how well a duty or an activity is carried out in a day, week, month or year (Fatile, 2013).

According to Lekcham (2012), employee performance refers to the job related activities expected of a worker and how well those activities were executed. It is the ability and / or all the actions of an employee directed towards the accomplishment of an assigned duty or attainment of stated goals and objectives.

Performance is an act by which an employee achieves results through the exertion of his mental, physical, psychological and social capabilities in job related activities within an organization, thereby achieving organizational set objectives.

Abba (2004) sees employee's performance as the degree of accomplishment of the tasks that make up an employee's job. It is a reflection of how an individual employee is fulfilling the requirement of his/her job. Job performance therefore, is the net effect of "efforts, abilities, traits and role perception". This shows that in a given situation, performance can be viewed from interrelatedness of efforts, abilities and role perception. Thus, "effort" stands for performance expectancies, while performance is the outcome expectancies and perceived attractiveness of outcomes. "Abilities" are individuals' characteristics, for example, whether the employee is lazy or hardworking or a man of integrity, etc. "Role" or task perception refers to the diameter in which the individuals believe they should channel their energy. The activities and behaviours people believe in are necessary in the performance of their jobs and that constitute their role perception. Effort refers to the amount of energy an employee puts in, in performing a task. Abba (2004) did conclude by saying that those who do not perform show that they do not use their innate abilities.

Nwachukwu (2006) argues that one of the major problems confronting management is that of how to make their workers perform assigned tasks to meet or surpass predetermined standards. Organizations spend huge resources on annual basis aimed at recruiting and training employees who are best suited for their positions. These are people who are expected to produce, perform according to, or exceed predetermined standards. By this fact however, successful employers always make investments to retrain their workers and improve their effectiveness

From the foregoing, an employee's high job performance is a prerequisite for the achievement of organizational goal. Thus, organizational goals remained "the desired state of affairs which the organization collectively attempts to realize". Such state of affairs which the organization strives to realize "constitutes an ideal - the progress-of the organization". According to Ezeani (2006), this ideal, invariably provides the useful indicator of the ability of an organization to effectively and efficiently survive in its environment. No doubt, employee performance can make or mar an organization's success. An organization's success depends on employees' performance; poor performance is detrimental to organization's success. Thus, Kester (2002) asserts that setting of employee performance standards, code of conducts, teaching the employee the expected standards and conducts, and then monitoring employees' progress, are important to the development of both the employee and the organization.

Local Government

Local government system exists in every country of the world, although with variations or differences in its essential features, such as constitutional status, historical structure, level of autonomy, et cetera. Despite these variations in its essential features across countries, and sometimes within the same country, local government is generally seen as a veritable agent of development and grassroots participation in the democratic process (Ezeani, 2004).

Local government, as a third tier of government, is generally applied to the administrative unit of small local areas into which a country is usually split. Local government administration is distinguished by the functions and powers entrusted to its care. It is because of its proximity to local people that local government are usually given such functions/powers that are of special concern to these areas so as to make them realizable within the shortest possible time.

The structure and organization of the local government is governed by the acts of the central legislature. Though they generally enjoy autonomy in their own spheres, the central government exercises some authority over them, and can suspend or withdraw any powers granted to them. While the central government controls the local government in some state such as England, India, France, etc, the state/regional governments do control local government in countries like United State, Nigeria, etc. That

is to say, in countries like United State and Nigeria, the constitution recognizes the existence of local government as the third tier of government but state have control over them.

Human Resource Development and Employee Performance

It has been observed that the assumption underpinning the practice of human resource management (HRM) is that people are the organization's key resource and organizational performance largely depends on them (Armstrong, 2009). Therefore, if an appropriate range of human resource policy and processes are developed and implemented effectively, human resource development will make a substantial impact on the quality of employee's performance. Herman and Kurt (2009) believe that the benefits of human resource development include improved employee performance (e.g., profitability, effectiveness, productivity, etc.) as well as other outcomes that relate directly (e.g., reduced costs, improved quality and quantity) or indirectly (e.g., employee turnover, organization's reputation, etc.). Emphasizing the importance of human resource development to employees improved performance, Riordan (2005), argue that appropriate, on-going training enables employees to develop the knowledge required for effective performance in an organization for higher productivity.

On their part, Paprock, Yumol, and Atienza (2006), posit that evidences abound from the public and private sectors about the unique role of human resource development in bringing about the availability in an organization of competent employees for improved performance. Employee performance is higher in happy and satisfied workers and management finds it easy to motivate high performers to attain firm targets (Kinicki and Kreitner, 2007). Employees could only be satisfied when they feel themselves competent to perform their jobs, which are achieved through better training programs. Recognizing the role of training, enable the top executives to create better working environment that ultimately improves the motivational level as well as the performance of the workforce. To Leonard-Barton, (2012), an organization that gives worth to knowledge as a source of gaining competitive edge than competitors, should build up system that ensure constant learning, and an effective way of doing so is training.

Pfeffer (2004) posits that a well-trained workforce is more capable of achieving performance targets and gaining competitive advantage in the market. Training being the process of enabling employee to complete the task with greater efficiency is considered to be vital element of managing the human resource performance strategically (Lawler, 2013; Delaney and Huselid, 2014).

Charles (2006), argue that human resource development as the integrated use of training and career development efforts to improve individual and organizational effectiveness also develops key competencies that enable individuals to perform current jobs and that will allow them to adapt quickly to new challenges and opportunities (Anyim., 2011). For Stephen (2009), the main purpose of human resource development is to develop employee's skills and competences in line with organizational objectives and by so doing, ensure quality service delivery.

Tammy and Robert (2007), posits that human resource development is a strategic weapon in building and sustaining competitive advantage. Also, Gilad and Richard (2007) saw human resources development as personnel functions aimed at enhancing skills and knowledge to meet both short term and long term responsibilities. Williams and James (2010), believes that through the process of human resource development, organizational managers provide enhanced knowledge, skills, attitude and innovations that improve the quality of output of the individuals and teams working in the organization.

In order words, the success of any organization depends on the ability and expertise of those who operate at both the managerial and operative cadre and such abilities and expertise usually stems from the knowledge employees gain through human resource development (Nwachukwu, 2009).

Kulkarni (2013) also confirmed that training and development programs improve employee's performance at work place, it updates employee's knowledge and enhances their personal skills and as well helps in avoiding managerial obsolesce. Likewise, Okoli (2004) argued that the quality of staff determines the quality of the output.

Employee performance, achieved through training, results to immediate improvements in the knowledge, skills and abilities to carry out job related work, and hence achieve employee commitment towards the organizational goals (Huselid, 2010). Organizational performance depends on the training and

development of human resource and the organization spends millions of money for this purpose because employee development enhances the knowledge base of the organization (Nwuche and Awa, 2011). Human resource development is crucial and no organization can deliver if the training and developmental needs are not met. Thus, organizations that do not embark on human resource development may not survive. Effective development programs allow management to maintain a workforce that can adequately replace employees who may leave the company or who are moved to other areas. It also allows employees to cope with newly developed technology, and ensures that adequate human resources are available for expansion into new areas. Nel, (2004) outlines the following effects of training and development on employee performance:

- Increased success of quality projects
- Reduction of project failures and defects
- Reduction of staff turnover
- Minimal supervision needs
- The ability to progress
- Greater capabilities to carry out more projects
- Changes in employee behavior

Theoretical Framework

This study is anchored on Human Capital Theory proposed by Theodore Schultz in 1961 and elaborated by Becker in 1994. The Human Capital Model suggests that an individual's decision to invest in training is based upon an examination of the net present value of the costs and benefits of such an investment. Individuals are assumed to invest in training during an initial period and receive returns to the investment in subsequent periods.

Human capital is similar to "physical means of production" (factories and machines), one can invest in human capital (via education, training, medical treatment) and one's outputs depend partly on the rate of return on the human capital he owns. Thus, human capital is a means of production into which additional investment yields additional output.

METHODOLOGY

This is essentially a survey research. The field investigation was carried out in Idemili South Local Government council. Idemili South Local Government council is one out of the twenty one local government councils that make up Anambra State. It was carved out of the old Idemili Local Government in 1996 with its Headquarter at Ojoto. The population of the study comprised all the staff of the local government council.

Table1. Population of Idemili South Local Government Council

Departments	Number
Administration	103
Finance \ Account	43
Health	68
Works	13
Education\ Social welfare	34
Agric	16
Planning, Research and Statistics	8
Total	285

Source: Personnel department, Idemili South Local Government (2018).

Data were generated from primary and secondary sources. The questionnaire was the main instrument of data generation.

The data generated were collated using descriptive statistical tools such as tables, frequencies, mean count, etc. and the hypotheses were tested using chi-square.

DATA PRESENTATION AND ANALYSIS

Respondent's opinion on the Research Objectives

Research Objective One

This research objective sought to determine the relationship between human resource development and the quality of service delivery of the staff of Idemili South Local Government Council.

Table 2. The relationship between human resource development and the quality of service delivery of the staff of Idemili South Local Government Council.

S/N	Options	SA	A	SD	D	U	TOTAL NO	TOTAL %
1	Services are performed competently to specifications.	98 41%	46 19%	34 14%	22 9%	39 16%	239	100%
2	Workers respond quickly, promptly and instantly to requests from the public.	85 36%	36 15%	41 17%	30 13%	47 20%	239	100%
3	Compliance to rules relating to working hours.	82 34%	43 18%	46 19%	33 14%	35 15%	239	100%
4	Wastage of resources has reduced substantially.	79 33%	48 20%	36 15%	32 13%	44 18%	239	100%
5	Workers carry out their duties with minimal supervision.	118 49%	49 21%	28 12%	18 8%	26 11%	239	100%
6	Workers are ever ready and motivated to deliver services.	98 41%	46 19%	49 21%	33 14%	13 5%	239	100%
7	Customer satisfaction has improved.	88 37%	44 18%	36 15%	32 13%	39 16%	239	100%
8	Maintenances of public utilities are routinely carried out.	77 32%	56 23%	49 21%	36 15%	21 9%	239	100%
9	Approaches in attending to the public suggest that the civil service is inclined towards offering public-oriented service delivery.	89 37%	62 26%	37 15%	28 12%	23 10%	239	100%
10	Improvement in the ability to convey trust and confidence in the discharge of official duties.	76 32%	49 21%	54 23%	44 18%	16 7%	239	100%
	Percentage of Total	37%	20%	17%	13%	13%		100%

Source: field survey, 2018

Research Objective Two

This research objective examined the effect of Human Resource Development on Employee commitment to the realization of organizational goals in Idemili South Local Government Council.

Table 3. Human resource development and employee commitment to the realization of organizational goals in Idemili South Local Government Council

S/N	QUESTIONS	SA	A	SD	D	U	TOTAL NO	TOTAL %
11	Employees have a definite role in decision making.	86 36%	52 22%	48 20%	27 11%	26 11%	239	100%
12	Employees show open commitment to achieving goals of the civil service.	96 40%	38 16%	45 19%	37 15%	23 10%	239	100%
13	Employees are enthusiastic about achieving their personal best at attending to visitors and users of government services.	77 32%	49 21%	56 23%	36 15%	21 9%	239	100%
14	Employees feel very passionate about their assignment/duties in the civil service.	102 43%	64 27%	32 13%	26 11%	15 6%	239	100%
15	Employees do not need any prompting to carry out their duties.	98 41%	49 21%	46 19%	13 5%	33 14%	239	100%
16	Employees are always willing to work even outside the usual office hours in order to accomplish pending tasks.	82 34%	46 19%	43 18%	35 15%	33 14%	239	100%
17	Employees are committed to their work knowing that they work for the common good of the citizens.	91 38%	41 17%	36 15%	30 13%	41 18%	239	100%
18	Civil servants are driven solely by the patriotic zeal to do their best.	118 49%	52 22%	34 14%	28 12%	7 3%	239	100%
19	Most civil servants have absolute confidence on the leadership of the civil.	108 45%	46 19%	34 14%	22 9%	29 12%	239	100%
20	There is always a sense of personal satisfaction by staff whenever a visitor is served well.	99 41%	51 21%	36 15%	12 5%	41 17%	239	100%
	Percentage of Total	40%	20%	17%	11%	12%		100%

Source: field survey, 2018

Research Objective Three:

This research question examined the effect of human resource development on employee motivation in Idemili South Local Government Council.

Table 4. Respondents Opinion on the Effect of Human Resource Development on Employee Motivation in Idemili South Local Government Council

S/N	Options	SA	A	SD	D	U	TOTAL NO	TOTAL %
21	Corrupt practices and general abuse of administrative processes have reduced.	87 36%	49 21%	56 23%	36 15%	11 5%	239	100%
22	Workers conduct their affairs in a manner capable of engendering public confidence/trust in the system.	92 38%	52 22%	42 18%	27 11%	26 11%	239	100%
23	Workers are more dedicated to their jobs	86 37%	59 25%	44 18%	34 14%	16 7%	239	100%
24	Workers report to work on time.	88 37%	52 22%	36 15%	32 13%	31 12%	239	100%
25	Workers stay at their duty post until close of work.	103 43%	48 20%	44 19%	33 14%	11 4%	239	100%
26	Disciplined, courteous and are guided by a professional code of ethical conduct.	92 38%	62 26%	34 14%	26 11%	25 11%	239	100%
27	Reduction in illegal collection of money before services is rendered.	90 38%	36 15%	41 17%	25 11%	47 20%	239	100%
28	Improvement in regularity at work.	98 41%	40 17%	45 19%	35 14%	21 9%	239	100%
29	Worker exhibit courtesy in delivering services.	89 37%	50 21%	34 14%	32 13%	34 14%	239	100%
30	Emphasis is on making services reliable.	108 45%	49 21%	38 16%	18 8%	26 11%	239	100%
	Percentage of Total	39%	21%	17%	13%	10%		100%

Source: field survey, 2018

Test of Hypotheses

The hypotheses formulated as guide to the study was tested using chi-square method of analysis.

The formular for chi-square:

$$X^2 = \frac{\sum (fo - fe)^2}{fe}$$

Fe

Where X² = Chi-square

Σ = Summation

Fo = Observed frequency

Fe = Expected Frequency

Decision Rule

- a. Reject Null Hypothesis (Ho) and accept Alternative Hypothesis (Hi) if the calculated chi-square (X²) is greater than the table value chi-square (X²).
- b. Accept Null Hypothesis (Ho) and reject Alternative Hypothesis (Hi) if the calculated chi-square (X²) is less than the table value chi-square

Hypothesis One

Ho: There is no relationship between Human Resource Development and the quality of service delivery of the staff of Idemili South Local Government Council.

This hypothesis was tested using the analysis in table 2.

Table 5 Calculation of chi-square (X²) Table

Fo	Fe	Fo-Fe	(Fo-Fe) ²	$\frac{(Fo-Fe)^2}{Fe}$
98	89	9	81	0.91
46	47.9	-1.9	3.61	0.08
34	41	-7	49	1.20
22	30.8	-8.8	77.44	2.51
39	30.3	8.7	75.69	2.50
85	89	-4	16	0.18
36	47.9	-11.9	141.61	2.96
41	41	0	0	0
30	30.8	-0.8	0.64	0.02
47	30.3	16.7	278.89	9.20
82	89	-7	49	0.55
43	47.9	-4.9	24.01	0.50
46	41	5	25	0.61
33	30.8	2.2	4.84	0.16
35	30.3	4.7	22.09	0.73
79	89	-10	100	1.12
48	47.9	0.1	0.01	2.09
36	41	-5	25	0.61
32	30.8	1.2	1.44	0.05
44	30.3	13.7	178.69	6.19
118	89	29	841	9.45
49	47.9	1.1	1.21	0.03
28	41	-13	169	4.12
18	30.8	-12.8	163.84	5.32
26	30.3	-4.3	18.49	0.61
98	89	9	81	0.91
46	47.9	-1.9	3.61	0.08
49	41	8	64	1.56
33	30.8	2.2	4.48	0.16
13	30.3	-17.8	316.84	10.46
88	89	-1	1	0.01
44	47.9	-3.9	15.21	0.32
36	41	-5	25	0.61
32	30.8	1.2	1.44	0.05
39	30.3	8.7	75.69	2.50
77	89	-12	144	1.62
56	47.9	8.1	65.61	1.39
49	41	8	64	1.56
36	30.8	5.2	27.04	0.88
21	30.3	-9.8	96.04	3.17
89	89	0	0	0
62	47.9	14.1	198.81	4.15
37	41	4	16	0.39
28	30.8	-2.8	7.84	0.25
23	30.3	-7.3	53.29	1.76
76	89	-13	169	1.90
49	47.9	1.1	1.21	0.03
54	41	13	169	4.12
44	30.8	13.2	174.24	5.66
16	30.3	-14.3	204.49	6.75

X²cal=102.15

Table value chi-square (X^2)

Degree of freedom = (R-1) (C-1)

= (10-1) (5-1)

= 9 x 4 = 36

Therefore, level of significance at 36 degree of freedom at 0.05 is 50.998

The table value chi-square is 50.998. Since the calculated value chi-square (X^2_{cal}) which is 102.15 is greater than the table value chi-square (X^2) which is 50.998, the Alternative Hypothesis (H_1) is accepted, while the Null Hypothesis (H_0) is rejected. The decision reached therefore is that there is a relationship between Human Resource Development and the output of the staff of Idemili South Local Government Council.

Hypothesis Two

Ho: Human Resource Development does not affect employee commitment to the realization of organizational goal in Idemili South Local Government Council.

This hypothesis was tested using the analysis in table 3

Table 6 Calculation of chi-square (X^2) Table

Fo	Fe	Fo-Fe	(Fo-Fe) ²	$\frac{(Fo-Fe)^2}{Fe}$
86	95.7	-9.7	94.09	0.98
52	48.8	3.2	10.24	0.21
48	41	7	49	1.20
27	26.6	0.4	0.16	0.01
28	27.1	0.9	0.81	0.03
96	95.7	0.3	0.09	9.04
38	48.8	-10.8	116.64	2.39
45	41	4	16	0.39
37	26.6	10.4	108.16	4.07
23	27.1	-4.1	16.81	0.62
77	95.7	-18.7	349.69	3.65
49	48.8	0.2	0.04	8.20
56	41	15	225	5.49
36	26.6	9.4	88.36	3.32
21	27.1	-6.1	37.21	1.37
102	95.7	6.3	39.69	0.41
64	48.8	15.2	231.04	4.73
32	41	9	81	1.98
26	26.6	-0.6	0.36	0.01
15	27.1	-12.1	146.41	5.40
98	95.7	2.3	5.29	0.06
46	48.8	-2.8	7.84	0.16
49	41	8	64	1.56
13	26.6	-13.6	184.96	6.95
33	27.1	5.9	34.81	1.28
82	95.7	-13.7	187.69	1.96
46	48.8	-2.8	7.84	0.16
43	41	2	4	0.10
35	26.6	8.4	70.56	2.65
33	27.1	5.9	34.81	1.28
91	95.7	-4.7	22.09	0.23
41	48.8	-7.8	60.84	1.25

36	41	-5	25	0.61
30	26.6	3.4	11.56	0.43
41	27.1	13.9	193.21	7.13
118	95.7	22.3	497.29	5.20
52	48.8	3.2	10.24	0.21
34	41	-7	49	1.20
28	26.6	1.4	1.96	0.07
7	27.1	20.1	404.01	14.91
108	95.7	12.3	151.29	1.58
46	48.8	-2.8	7.84	0.16
34	41	-7	49	1.20
22	26.6	-4.6	21.16	0.80
29	27.1	1.9	3.61	0.13
99	95.7	3.3	10.89	0.11
51	48.8	2.2	4.84	0.10
36	41	-5	25	0.61
12	26.6	-14.6	213.16	8.01
41	27.1	13.9	193.21	7.13

X²cal=120.73

Table value chi-square (X²)

Degree of freedom = (R-1) (C-1)

= (10-1) (5-1)

= 9 x 4 = 36

Therefore, level of significance at 36 degree of freedom at 0.05 is 50.998

The table value chi-square is 50.998. Since the calculated value chi-square (X²cal) which is 120.73 is greater than the table value chi-square (X²) which is 50.998, the Alternative Hypothesis (H_i) is accepted, while the Null Hypothesis (H_o) is rejected. The decision reached therefore is that Human Resource Development affects employee commitment to the realization of organizational goal in Idemili South Local Government Council.

Hypothesis Three

Ho: Human Resource Development does not affect Employee Motivation in Idemili South Local Government Council.

This hypothesis was tested using the analysis in table 4.

Table 7 Calculation of chi-square (X²) Table

Fo	Fe	Fo-Fe	(Fo-Fe) ²	$\frac{(Fo-Fe)^2}{Fe}$
87	93.3	-6.3	39.69	0.43
49	49.7	-0.7	0.49	0.01
56	41.4	14.6	213.16	5.15
36	29.8	6.2	38.44	1.29
11	24.8	-13.8	190.44	7.68
92	93.3	-1.3	1.69	0.02
52	49.7	2.3	5.29	0.11
42	41.4	0.6	0.36	0.01
27	29.8	-2.8	7.84	0.26
26	24.8	1.2	1.44	0.06
86	93.3	-7.3	53.29	0.59
59	49.7	9.3	86.49	1.74
44	41.4	2.6	6.76	0.16
34	29.8	4.2	17.64	0.59
16	24.8	-8.8	77.44	3.12
88	93.3	-5.3	28.09	0.30
52	49.7	2.3	5.29	0.11
36	41.4	-5.4	29.16	0.70
32	29.8	2.2	4.84	0.16
31	24.8	6.2	38.44	1.55
103	93.3	9.7	94.09	1.01
48	49.7	-1.7	2.89	0.06
44	41.4	2.6	6.76	0.16
33	29.8	3.2	10.24	0.34
11	24.8	-13.8	190.44	7.68
92	93.3	-1.3	1.69	0.02
62	49.7	12.3	151.29	3.04
34	41.4	-7.4	54.76	1.32
26	29.8	-3.8	14.44	0.48
25	24.8	0.2	0.04	0.002
90	93.3	-3.3	10.89	0.12
36	49.7	-13.7	187.69	3.78
41	41.4	-0.4	0.16	0.004
25	29.8	-4.8	23.04	0.77
47	24.8	22.2	492.82	19.87
98	93.3	4.7	22.09	0.24
40	49.7	-9.7	94.09	1.89
45	41.4	3.6	12.96	0.31
35	29.8	5.2	27.04	0.91
21	24.8	-3.8	14.44	0.58
89	93.3	-4.3	18.49	0.20
50	49.7	0.3	0.09	0.002
34	41.4	-7.4	54.76	1.32
32	29.8	2.2	4.84	0.16
34	24.8	9.2	84.64	3.41
108	93.3	14.7	216.09	2.32
49	49.7	-0.7	0.49	0.01
38	41.4	-3.4	11.56	0.28
18	29.8	-11.8	139.24	4.67
26	24.8	1.2	1.44	0.06

X²cal=79.058

Table value chi-square (X^2)

$$\begin{aligned} \text{Degree of freedom} &= (R-1) (C-1) \\ &= (10-1) (5-1) \\ &= 9 \times 4 = 36 \end{aligned}$$

Therefore, level of significance at 36 degree of freedom at 0.05 is 50.998

The table value chi-square is 50.998. Since the calculated value chi-square (X^2_{cal}) which is 79.058 is greater than the table value chi-square (X^2) which is 50.998, the Alternative Hypothesis (H_1) is accepted, while the Null Hypothesis (H_0) is rejected. The decision reached therefore is that human resource development affects employee motivation in Idemili South Local Government Council.

Findings

In summary, the findings are:

1. That there is a relationship between human resource development and the quality of service delivery of staff of Idemili South Local Government Council.
2. That human resource development affects employee commitment to the realization of organizational goals in Idemili South Local Government Council.
3. That human resource development affects employee motivation in Idemili South Local Government Council.

This study aimed at examining the relationship between human resource development and employee performance in Idemili South Local Government Council. The findings of this study revealed a significant relationship between human resource development and employee performance. The result is supportive to empirical findings of Nwachukwu (1992); Okechukwu & Tonye (2014); Olusegun and Adenugba (2013) etc that human resource development positively impacts on the performance of both employees and organizations.

Drawing from the findings, we recommend that since there is a relationship between human resource development and the quality of employee service delivery, there is the need for the management of the Local Government to institute measures to ensure that all staff is made aware of, and have adequate knowledge of its human resource development policy. Also post training evaluation should be instituted in order to increase the effectiveness of human resource development programmes.

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