

Influence of Human Resource Development Programmes on Workers' Job Security In Industrial Organizations in Nigeria

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Abstract

This study investigated the influence of human resource development programmes on job security among industrial workers in Nigeria. This is for the purpose of ascertaining the relevance of human resource development programmes, as an alternative approach to human capital formation, to job security among industrial workers. A total of 320 respondents were selected using stratified sampling technique to reflect the two strata of public and private organizations. Two sets of questionnaire, with five subscales, titled 'Human Resource Development Programmes Scale (MDPS) and Workers' Job Security Scale (WJSS) were used for data collection. The research questions were analyzed using Regression Analysis and t-test statistical methods at 0.05 alpha levels. The finding revealed that human resource development programmes have significantly influenced job security. Also, there was no significant difference in the level of both female and male workers' participation in human resource development programmes in both public and private organizations. Based on the findings of study, it is recommended that human resource development programmes should be given priority by all organizations in order to forestall job security for all level of workers. Also, training needs of the organization as well as that of workers must be identified before making recommendations for training.

Keywords: human resource, development programmes, job security, organizations, Nigeria

INTRODUCTION

In work organization across the world, emphasis is placed on human resource development programmes. However, it can be immediately ascertained whether manpower development programmes have a direct positive influence on job security among workers. In the same vein, it was reported by some researchers (Johnbul, 2001, Rita, 2004 and Peterson, 2004) that manpower development programmes did not have any form of influence directly or indirectly on job security in work organization, while some other schools of thought holds a quite opposite view. However, Akintayo (1998) observed that organizations invest a colossal margin of time, energy and funds on designing and implementing appropriate manpower development programmes for its employees. This is usually with a view to ensure that employees attain the optimal functional level and productivity. However, the facts still remain that this level of investment in man power development may not be a major point of job security for employees.

Omole (2004) assert that human resource development is concerned with providing learning and development opportunities, making training intervention and planning,

conducting and evaluating training programmes. The author discloses that the overall aim of manpower development programmes is to see that the organization has the quality of workforce its needs to attain its goals for improved performance and growth.

Ahanor (1990) submits that the objective of manpower development programmes in any work organization is achieved by ensuring as far as possible, that everyone in the organization has the knowledge and skills and reaches the level of competence required to carry out their works effectively. Similarly, Osterman (1995) posits that the performance of individual employees and teams in work organization is subject to continuous improvement on their skills and employees should be developed in way that maximizes their potentials.

Beach (1998) contend that human assets grow and increase in value; maintaining and upgrading employees' skills not only tend to increase productivity; but also increase commitment and motivation. The authors assert further that the approach to manpower development within the firm will vary according to the technology, traditional policies and the value of management.

Akintayo (1995) posits that multinational firms in Nigeria had invested heavily in manpower development programmes to develop their talents and skills; and had virtually impacted employees improved performance and organizational productivity. As a demonstration of government's good intentions, it has continued to support the various agencies set up for manpower development and training programmes, such as, the Industrial Training Fund (I.T.F), Centre for Management Development (CMD), Administrative Staff College of Nigeria (ASCON) and the Chartered Institute of Personnel Management of Nigeria (CIPMN). Friar (2004) concludes that whilst education is basic to acquisition of knowledge and instilling sound reasoning, it is not sufficient to solve the manpower needs of the society. According to Friar, training on the other hand, is specific and geared not only towards maximizing productivity but also towards motivating long service staff or employees, who feel that they have much to contribute to the establishment or that their skills need renewal. There is also the need for the employer to see the corporate benefit of training as a move towards the reduction of unemployment (Wognum and Mulder, 1999).

On-the-job training, according to Fajana (2004), Lyod and Reynolds (1994), is particularly for all levels of employees being employed to achieve certain specified organizational goals. The authors maintain that the individual employee becomes accustomed to the machinery and materials that he will use in his subsequent work and to learn in the same physical and social environment. The point of view of these authors tends to suggest that on-the-job training is a specific form of job instruction, geared toward imparting and acquiring those skills and attitudes needed by the workers to perform particular function effectively. On the other hand, the off-the-job training method as perceived by Zymelman (2000) differs from the former in that, it occurs in a location removed from production or a revenue earning environment. Thus, workers trained outside the working place tend to acquire skills for proficiency and effectiveness on the job (Olaniyi, 2006).

Akintayo and Babajide (2005), reported that manpower development programmes had been found to have capable of influencing: high turnover of profit, improved quality of service, better use of human resources, increased safety on the job (reduced number of accidents), increased staff motivation, less resistance to change, less cost due to human error, more efficiency and productivity. The literature reviewed in this study establishes the relationship between human resource development programmes and motivation, productivity, quality of service delivery and occupational safety. Most of the studies did not focus on human resource development programmes as it affects job security. In the

existing literature, it has been argued severally and there has not been any concrete agreement on whether or not organizations should invest heavily on human resource development programmes. This is especially true, because it has not been clearly established whether human resource development programmes have any influence on job security or not. Besides, the findings of the reviewed studies still require further empirical verification, hence this study.

STATEMENT OF THE PROBLEM

Against this background, this study investigates the influence of human resource development programmes on workers' job security in work organizations in Nigeria. This is for the purpose of ascertaining the relevance of human resource development programmes to job security among industrial workers in Nigeria.

RESEARCH QUESTIONS

The following research questions were generated for the study:

- 1 What is the combined influence of human resource development programmes (Labour relations skill training, Interpersonal treatment skill training, Computer skill training, Conflict management skill training and Effective communication skill training) on workers' job security?
- 2 What is the strength of causation of predictor variables (human resource development programmes) on workers job security?
- 3 Is there any significant gender difference in exposure of respondents to human resource development programmes?
- 4 Is there any significant difference in exposure of respondents to human resource development programmes in public and private organizations?

Participants

There are two sectors of organization in Nigeria. They are the private and the public sectors of organizations. It is the characteristic of these organizations to organize training programmes for their workers irrespective of their levels of education, once they are employed. Out of these numerous organizations, four were randomly selected for this study. These include two private organizations (United Bank for Africa Plc and Nigeria Breweries Plc) and two public organizations (Nigerian Ports Authority and Nigerian Telecommunication Plc). However, all employees in these organizations formed the population for the study. However, it was not possible to get the whole population to respond to the questionnaire administered owing to time limitation and

shortage of fund. A total of 320 respondents were selected for the study using stratified sampling technique. The stratified sampling technique was used to select respondents on the basis of the two strata of organization (Private and Public) and gender (male and female). Thus, a sample size of 160 respondents, which represent 50 percent of the selected population, was randomly selected from each of the two types of organization (Public and private). Moreover, 193 (60.3%) male respondents and 127(39.7%) female respondents participated in the study. The age range of the respondents was from 30-60 years with mean age of 31.43 and standard deviation of 11.21.

Instrumentation

Instrument used in this study include records obtained from the selected work organizations. Besides, two sets of structured questionnaire, with five subscales, were used for data collection. These include: Human Resource Development Programmes Scale (HRDPS)with five subset scales which include: Labour Relations Skill Training Scale (LRSTS), Interpersonal Treatment Skill Training Scale (MSTS), Computer Skill Training Scale (CSTS), Conflict Management Skill Training Scale (CMSTS), Effective Communication Skill Training Scale (ECSTS) and Worker Job security Scale (WJSS).

Procedure

The researcher administered the measuring scales, which guarantee anonymity of the respondents, personally with the assistance of three trained research assistants.

Meanwhile, out of 426 copies of questionnaire administered in the selected organizations, 320 completely filled copies of the questionnaire were utilized for the purpose of the study.

Data Analysis.

The data collected through the questionnaire was analyzed using percentage and frequency counts for demographic information about the respondents. However, hypothesized research questions one and two were tested using Regression Analysis. Hypothesized research questions three and four were tested with the use of t-test statistical method. All the four hypothesized research questions were tested at 0.05 alpha levels.

RESULTS

The results of the study were presented on the basis of the four hypothesized research questions generated for the study.

Research Question One: What is the combined influence of human resource development programmes (Labour relations skill training, Interpersonal? treatment skill training, Computer skill training, Conflict management skill training and Effective communication skill training) on workers` job security?

Table 1: Summary of Regression Analysis Table on Combined Influence of all the Human Resource Development Programmes on Workers` Job Security

R=0.599 R Square=0.358 Adjusted R Square=0.324 Standard Error=0.747						
ANOVA						
	Sum of Squares	df	Mean Square	F	P	Remarks
Regression	35.225	6	5.871	10.513	0.000	Significant. (P <0.05)
Residual	63.100	313	0.558			
Total	98.325	319				

Table 1 shows that all the human resource development programmes (taken together) significantly influenced workers` job security. All the manpower development programmes account for 35.8% of the total variance in job security. (R Square = 0.358). This implies that the human resource development programmes are very

important in ensuring workers` job security in work organizations.

Research Question Two: What is the strength of causation of predictor variab (Human resource development programmes) on job security?

Table 2: Summary of Regression Analysis Table on the Strength of Causation of Predictor Variables (Human Resource Development Programmes) on Job Security

Manpower Developments Programmes	Unstandardized Coefficients		Standardized coefficients	T	Sig.	Remarks
	B	Std. Error				
Computer skill training	0.354	0.216	0.187	1.634	0.001	*
Management skill Training	0.433	0.251	0.238	1.726	0.087	NS
Labour relation skill Training	0.858	0.198	0.457	4.334	0.000	*
Conflict management Skill training	0.340	0.306	0.145	1.110	0.269	NS
Effective Communication skill	0.502	0.353	0.160	1.423	0.158	NS
Interpersonal treatment Skill training	0.518	0.219	0.285	2.366	0.002	*

* Significant (P<0.05)

NS = Not Significant (P> 0.05)

Table 2 revealed that only three independent variables (computer skill training, labour relations skill training and interpersonal treatment skill training) have significantly influenced workers job security. However, it was found that management skill, conflict skill and communication skill training programmes were not as significant as labour relations skill, computer skill and interpersonal treatment training programmes in influencing workers' job security in work organizations.

Research Question three: Is there any significant gender differences in exposure of employees to human resource development programmes?

Table 3: t-test Summary on Gender Differences in Human Resource Development Programmes Exposure.

	Sex	N	Mean	SD	t	P	Remark
Computer skill training	M	163	1.2857	.4554	-1.660	0.100	NS
	F	157	1.4474	.5039			
Management skill training	M	163	1.6349	.4853	1.592	0.115	NS
	F	157	1.4737	.5060			
Labour relation skill Training	M	163	1.3968	.4932	0.545	0.587	NS
	F	157	1.3421	.4808			
Conflict management Skill training	M	163	1.1746	.3827	-0.755	0.452	NS
	F	157	1.2368	.4309			
Effective communication Skill training	M	163	1.0635	.2458	0.222	0.825	NS
	F	157	1.0526	.2263			
Interpersonal treatment Skill training	M	163	1.4286	.4988	-0.693	0.490	NS
	F	157	1.5000	.5067			
Both organization types	M	163	1.4762	.5034	-0.230	0.819	NS
	F	157	1.5000	.5067			

Degree of freedom (df) = 318,

NS= Not Significant (P>0.05)

Table 3 shows that there is no significant difference between male and female employees exposure to each of the human resource development programmes. The finding revealed that there was no gender discrimination

in the selection of workers for both on-the-job and off-the-job training programmes in each of the selected organization in Nigeria. Also, there was no significant difference in the level of both male and female workers

participation in human resource development programmes in both public and private organization selected for the study.

DISCUSSION OF FINDINGS

This study investigated the influence of human resource development programmes on job security of workers in work organization in Nigeria. The finding of the study revealed that human resource development programmes have directly influenced job security of workers in work organization. Finding further indicates that all manpower development programmes account for 35.8% of the total variance in job security. This implies that human resource development programmes are very important factors in ensuring job security among workers in selected work organizations. The finding corroborates Armstrong (1995), Steinmetz (1990), Koehorst and Verhoeven (2002), Keep and Mayhew (1999) and Huselid (1995) who reported a significant relationship between manpower development programmes and reduction in labour turnover.

Moreover, finding has also revealed the strength of causation of predictor variables (labour relations skill training, computer skill training and interpersonal treatment skill training) on job security among workers in selected work organizations. The finding tallies with Olaniyi (2006), Ichmowski (1997) and Peterson (2004) who submit that manpower training programmes, especially the labour relations and interpersonal treatment skill had significant influenced workers' good placement on the job, since the training programmes cover all aspects of employment relations.

Furthermore, the finding established that computer skill training, labour relations skill training and interpersonal treatment skill training predict job security among workers in work organizations. It was also found that computer skill training, labour relations' skill and interpersonal treatment skill training programmes account for 33.5% of the total variance of the job security amongst workers in work organizations. This finding shows that these three variables are inevitable factors to be considered while measuring the influences of human resource development programmes on job security among workers in selected work organizations. The finding of the study tallies with Johnbul (2001), Peterson (2004), Rita (2004), Akintayo and Babajide (2005) who submit that labour relations and interpersonal skill training programmes have significantly influenced workers' sustainable relationship with the employer. The findings disagree with Reach (1999), Milkman (1997), Zymelman (2000) and Akintayo (1998) who reported that human resource development programmes tend to influences workers job performance effectiveness and could

possibly lead to labour turnover resulting from occupational mobility.

The third and fourth hypothesized research questions revealed that there is no significant difference between male and female employees' exposure to each of the human resource development programmes among workers in both public and private organizations selected for the study. This implies that male and female workers were encouraged to undergo the same human resource development programmes in both public and private work organizations without gender discrimination. The finding of the study corroborates Keep and Mayhew (1999), Lesile and Russel (1998), Steinmetz (1990), Koehorst and Verhoeven (2002), and Oloyede (2000) who reported that human resource development programmes tend to foster occupational mobility of workers, sustainability of employer's confidence and preference of both male and female trained workers. The finding implies that were no significant gender difference in the level of workers participation in human resource development programmes. In essence, both male and female respondents have equal chance of participation in human resource development programmes devoid of gender discrimination in selected work organizations.

CONCLUSION

The findings of the study established that human resource development programmes have directly influenced workers' job security. The finding revealed that even in this era of computer age, the human side of the enterprise should not be underrated. The quality of manpower of any organization determines the productivity and profitability of that organization. The finding implies that human resource development programmes are worthy of huge investment especially on the side of the employer. The ultimate dividend is increased productivity, resulting to maximization of profit and therefore enhances job security. The finding further implies that the employers need to bear the cost of human resource development programmes and should be concern to ensure that training facilities are modernized and over hauled from time to time in order to foster competitive advantages on the part of the organization itself.

RECOMMENDATIONS

Based on the findings of the study, and bearing in mind the dynamism of Nigerian working environment, it is recommended that:

- i. Human resource development programmes should be given priority by all establishments in order to forestall job security for all levels of workers. Also, Training needs of the organization as well

- as that of workers must be identified before making recommendations for training. This will possibly foster specialization and encourage technical-driven training in work organizations.
- ii. Human resource development policies should be well defined and be entrenched in the mission statement of all work organizations in Nigeria, in order to foster equity and promotional skill acquisition. The human resource development programmes should be organized for all levels of workers on continuous basis in order to provide opportunity for workers toward updating their skills, improving their performance on the job and virtually sustained their jobs.
 - iii. Opportunity for training must be available to all staffers and should be sponsored solely by the management of the organizations. There should not be gender or tribal discrimination in the selection of workers for participation in human resource development programmes. This will definitely ensure organizational goal achievement vis-à-vis worker' job security in any work organization across the globe.

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