

Human Capital Development and Organisational Survival of Privates Schools in Rivers State

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Abstract: *The study focused on human capital development and corporate survival of 19 selected private institutions in Rivers State. The main objectives were to examine the relationship between dimensions of human capital development (employee empowerment and training) and measure of organizational survival (Adaptability). The study adopted cross-sectional survey research design. The population for the study was 14 selected Institutions, census techniques was adopted that give total respondents ---. Structured questionnaire was used. Data was analyzed using frequency and percentage distribution, mean and standard deviation. The findings show that dimensions of human capital development (employee empowerment and training) correct with measure of corporate survival (Adaptability). Therefore, the study concluded that dimensions of human capital development enhances survival of the organization. Hence, the study recommended that Private firms should adhere to the concepts for their survival.*

Keywords: *Human capital development, empowerment, training, corporate survival and adaptability*

INTRODUCTION

Organizational survival is one of the primary goals of an institutions. The tendency for survival is often based on how well institutions are able to compete and thrive within their environment. Given it fit, that human capital on the other hand refers to the abilities and skills of human resources of an organization. Furthermore, human capital development is the process that relates to the development activities which an institution undertakes to equip and improves the skills, talent, competencies, knowledge and

creative abilities of their staff. Over the years, institutions have realized the need to place more emphasis on training and development of their workforce. The urgent need for human capital development in an institution cannot be over emphasized. Thus, there is a need for institution to improve their employee's knowledge, skill and ability for corporate survival. In view of the above, this research sets out to examine the relationship between these variables within selected institutions in Rivers State.

STATEMENT OF THE PROBLEM

Most institutions are faced with the problem of failure and non-relevance, especially within the contexts that are highly dynamic and competitive. These failures result from their lack of the ability to compete, empower, train and adapt within their specific operational contexts due to poor adoption of practices and change implications which effectively prepare and position them for the developments within their situations. The ultimate problem of most institutions in our State today is that they desire excellent performance, organizational growth,

operational efficiency, workers' excellent exploit and management effectiveness, yet they take the issue of continuous human capital development with lightness. In order to survive in a turbulent environment, the quality of the human element within the business domain ought to be continuously upgraded through training, development and empowerment. However, it is quite unfortunate that within the institutions system these issues are overlooked and devalued, the need to develop human capital

is downgraded. This research is intended to enable the management of institutions,

effectively utilise their human capital for the survival of their respective institutions.

Conceptual Framework

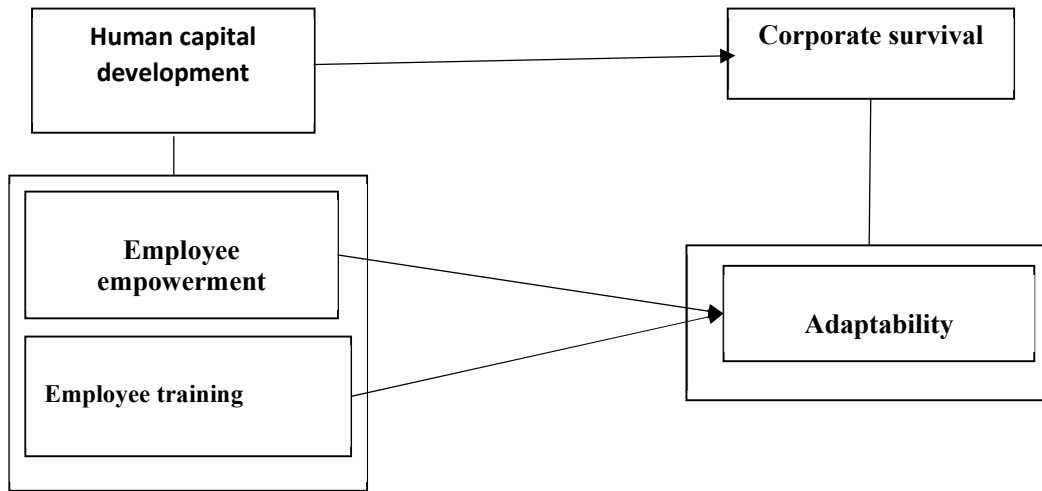


Figure 1.1: Conceptual framework of human capital development and corporate survival

Source: Researcher's desk 2021.

Aim and objectives of the Study

The objective of this study was to investigate the relationship human capital development and corporate survival of private institutions in Rivers State. However, the objectives of this study are:

1. To determine the extent to which employee empowerment enhance

adaptability of private institutions in Rivers State.

2. To ascertain the extent to which employee training enhance adaptability of private institutions in Rivers State.

Research questions

The following are the research questions raised for the study:

1. To what extent does employee empowerment enhance adaptability of private institution in Rivers State?

2. To what extent does employee training enhance adaptability of private institutions in Rivers State?

Research hypothesis

The following null hypotheses were formulated:

H01: There is no significance relationship between employee empowerment and

adaptability of private institutions in Rivers State.

H02: There is no significance relationship between employee training and adaptability of private institutions in Rivers State.

CONCEPTUAL REVIEW

Human capital development

Human capital development refers to the process of acquiring and growing the number of persons who have the skills, education and understanding that are critical for economic

growth and development of a country's economy (Okojie, 2005). Also, Ejere (2011) opined that human capital

refers to the human feature in the production process; and consists of the combined knowledge, skills or competencies and abilities of the workforce. Of all factors of production, only human beings are skilled of learning, adapting, advanced and inspired. Human capital as the run-of-the-mill of creative knowledge and skills possessed by employees. Human capital can be characterized by 'somewhat akin to property' that is, knowledge and skills implanted in an employee (Beach, 2009). Rastogi (2002) conceptualizes the human capital as 'knowledge, competency, attitude and behavior implanted in an employee. Human

Employee empowerment

According to Zhang and Bartol (2010), they are of the view that empowering employee is sharing power and motivating them to put in extraordinary effort and passion on the job for high performance in their work. Employee empowerment focuses on developing confidence, enthusiasm, and partaking in decision-making (Meyerson & Dewettinck, 2012). Empowerment gives an employee the power to make decisions (Saif & Saleh, 2013), thus, they can be motivated, committed, satisfied and help in dealing with customer needs (Jacquiline, 2014). See Huxtable (1994) asserts that employee empowerment is giving ability to employees to deal with daily job activities. Finally, Rhoades and Drasgow (2000) argued that empowering employee should focus on the nature of common attitude, partaking in

Employee training

Training is the prepared way in which firms provide development and enhance excellence of new and existing employees. Training is regarded as a systematic approach of learning and development that improve employees in an organization (Goldstein & Ford, 2002) in Khawaja and Nadeem (2013). Thus it is the series of actions boarded upon by firm that leads to knowledge or skills

Corporate Survival

Survival is the act of staying alive; to continue living. In organizations, survival connotes staying or continuing in business. Corporate survival can be defined as an organizational

capital has also been considered as imperative in itself and also vital in the gathering process. This standpoint stresses on knowledge and skills attained throughout educational events (De la Fuente & Ciccone, 2002). Furthermore, the perception of human capital has also been defined as a blend of factors such as education, experience, training, intelligence, vigor, work habits, trustworthiness, and initiative that affect the value of an employee's borderline invention (Frank & Bemanke, 2007). However, the study looked at two dimensions of human capital development such as employee empowerment and training.

making decisions, knowledge and learning, and major recognition. When employees are empowered in an organization, they can control and influence the system positively and they work would change for better results. Employee will have sense of being meaningful to pursue valuable and imperative job goals. Sense of being meaningful or essential suggest, that empowered employees use their time and energy worthfully. Sense of trust others means the trust between managers and subordinates which is linked to the trust in interests, competency and trust others. These are basic characteristics that can enable managers to successfully empower their employees. Then let talks about the second dimensions-training.

acquisition for growing drives. Thereby, contributing to the well-being and performance of human capital, firm, as well as the society at large. According to Manju & Suresh (2011), training serves as an acts of interference to improve firm's goods and services quality in a firm struggle environment by improvements in technical skills of employees.

ability or state of continuing to live or exist, often despite difficulty, challenges or dangers. Corporate survival has

many connotations-both subjective and objective. According to Díez-Martín et al., (2013) opined that corporate survival rest on the backing that organization obtains from its diverse communities. Umoh (2014) opined that corporate survival is the onion which strong leadership perceived, awareness, understanding their operating environment and an ability to manage weak and vulnerable segments of their environment. Corporate survival has been one of the most extensively researched issues since the early development of organizational theory (Rojas

Adaptability

According to Buch (2009) defined adaptability as an organization's capacity to embrace change or be changed to fit an altered environment. Adaptation is not viewed as a one stop process of organizational change but as a continuous process during an organization's life cycle. Adaptability simply means being flexible when things change, adaptability as used in contemporary generation in management phrase emerges from the field of biology. By means of

Theoretical framework

This study will be anchored on Human Capital Theory developed by Gary Becker and Theodore (1960). They argued that for an organization to survive it depend on education and training of employees and training became an increasingly essential component of the workforce. Human capital theory. Furthermore, this theory assumed that empowering employees in education and training are investments that make individuals genuinely more productive for corporate survival. Employees who are well

Empirical review

Amassoma and Nwosa (2011) studies the causal nexus between human capital Investment and economic growth in Nigeria. Johnson (2011) evaluates human capital development and conomic growth in Nigeria. Oluwatobi and Ogunrinola (2011) examined the relationship between human capital development efforts of the Government and economic growth in Nigeria. Adawo (2011) study used an econometric model to examine the contributions of primary education,

2000, as cited in Henri, 2013). Corporate survival refers to an organization's desire for growth. In looking to pursue growth, an organization establishes its framework and develops its capabilities, from human resources, procedures to processes. The emphasis at the survival measure is on adaptability for been in business. According to Silva (2006) and Denyer (2017) the measures of our corporate survival are innovativeness, adaptability and resilience. But for the purpose of this research, we look at adaptability been one measure.

organizations progressing from side to side of its social economic improvement stage, the significance of long-standing survival and enlargement come to be alive. An adaptable organization is one that is exposed to new philosophies and theories, to functioning individually or as a group. Adaptability has been defined as the capacity of actors in a system to influence resilience (Walker et al., 2004).

empowered and trained will, according to this theory, also have higher earnings be more employable and been committed to the organization. The private motive for every organization is return to investing in empowering employees in education or training, that is, the gain to the employees, can therefore be measured by the net gain in lifetime earnings accruing as a result of their investment in empowering and training for their survival.

secondary education and tertiary education to economic growth of Nigeria. Vu-Minh (2020) studied on employee empowerment and empowering leadership: A literature review. This paper focuses on literature in the employee empowerment and empowering leadership contexts. To mention but a few. Considering the role people play in organisations, it is important to understand the impact of

human capital development on corporate survival. The researcher's findings from previous studies to draw insight on the

subject. Based on the review, it was observed that employee empowerment and training stand better chance for corporate survival.

Methods

This research adopted the cross-sectional survey method. The accessible population for this study comprises of a total of 19 selected private institutions in Rivers State. Given the observed size, this study conducted a census with all identified (76) participants included in the investigation. The main instrument that

was administered was (76) structured questionnaire and 70 retrieved and used for the analysis. The instrument was validated and the reliability was based on intra-rater Cronbach alpha test. The data for this study was analysed using statistical tools.

Results and Discussion of findings

H₀₁: There is no significant relationship between employee empowerment and adaptability

Table 1: Analysis of the effect of *employee empowerment on adaptability*
Correlations

			Employee empowerment	Adaptability
Employee empowerment	Correlation Coefficient		1.000	.779**
	Sig. (2-tailed)		.	.000
	N		70	70
Adaptability	Correlation Coefficient	Spearman's rho	.779**	1.000
	Sig. (2-tailed)		.000	.
	N		70	70

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

The results presented in table 1 indicate that there is a significant correlation between Employee empowerment and Adaptability ($r = 0.779, p < 0.01$). This answers the third research question whether empowerment affects adaptability? Following this finding, the study concludes that there is a significant relationship between empowerment affects adaptability. Therefore, null hypothesis was rejected.

Discussion of findings

The result shown that employee empowerment has strong significant influence on corporate survival. This is in line with Vu-Minh (2020). It is commonly assumed that employees have substantial discretion to decide how to respond to ambiguous demands, but often feel they do not have the power to do so. Thus, managers simultaneously need to surrender some of their formal power, by giving employees substantial discretion in (giving input to) decision-making, to grow the power of the

collective organization and create an empowered workforce. This requires that managers change their mindset from inspecting employees as 'hierarchical unequals' to considering them as individuals with different kinds of knowledge and expertise that are relevant to decision-making, thus acknowledging that power is not a zero-sum game and that the mindset of its management was already focused on empowering employees for their survival.

Hypotheses 2

H₀₂: There is no significant relationship between employee training and adaptability

Table 2: Analysis of the effect of employee training and adaptability

			<i>Employee training</i>	<i>Adaptability</i>
Employee training	Correlation Coefficient		1.000	.644**
	Sig. (2-tailed)		.	.000
	N		70	70
Adaptability	Correlation Coefficient		.644**	1.000
	Sig. (2-tailed)		.000	.
	N		70	70

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

The results presented in table 2 indicate that there is a significant correlation between employee training and adaptability ($r = 0.644, p < 0.01$). This answers the two research question whether employee training

affects adaptability. Following this finding, the study concludes that there is a significant relationship between employee training and adaptability. Therefore, null hypothesis was rejected.

Discussion of findings

The findings shows that employee training has strong significant influence on corporate survival. This is in line with Adawo (2011). Meaning that the traditional five-year business planning cycle is largely a thing of the past, with a huge majority of leaders altering their strategy at least once a year, and almost three fifths training at least every six months to boost the employee moral for their survival. Survival is not only about

results and financial benefit for business today; both leaders and employees want to do business in the right way, focusing on boarding and making a positive contribution to their wider organization. Investment on employee covers as a way of supporting prosperity beyond the business, attracting and recruiting talent from their region, and enlisting their services.

Conclusions

The result indicates that all the independent variables, in line with theory, exhibit positive relationship with the dependent variable. This means that a greater amount of each would engender increase in output level or rise in

the growth of the business. Also, it reveals that all the independent variables are relatively inelastic with respect to their relationship with the dependent variable.

Recommendations

The study, therefore, puts forward the following recommendations;

1. Consequent upon these findings, management and policy makers should as a matter of urgency give high priority to human capital development.
2. Concerted and sincere efforts should be made in building and developing human capacity through adequate educational funding across all levels since it remains the

major way of attaining sustainable economic growth and development.

3. Managers should provide employees with the right mix of information, knowledge, power and rewards to energizes them for better performance.
4. Managers should provide employees with training and development opportunities to increase their competence and ability to handle challenging jobs. Training and development

opportunities will encourage them to be involved in the organisation.

5. Managers must allow employees to have independence and feedback within the organisation as this can boost their confidence.

6. Managers must provide support, recognition and opportunities for employees as this can propel them to put in effort, time and energy towards achieving the organisational goals.

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