

**HUMAN RESOURCE DEVELOPMENT ON ORGANIZATIONAL
PERFORMANCE**

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**A RESEARCH PROJECT SUBMITTED TO THE DEPARTMENT OF
HUMAN RESOURCE MANAGEMENT, FACULTY OF MANAGEMENT
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FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF THE
BACHELOR OF SCIENCE (B.Sc) DEGREE IN HUMAN RESOURCE
MANAGEMENT**

JUNE, 2025

DECLARATION

I declare that;

This project work is based on a study undertaken by me in the Department of Human Resource Management, University of Benin under the supervision of Mrs Imade Iduozee. This work has not been submitted for award degree elsewhere.

All ideas and views are product of my personal efforts and references to works of others are duly acknowledged.

Oluwatobiloba Abraham JUBRIL

Date

CERTIFICATION

We the undersigned hereby certify that this research project was carried out by Oluwatobiloba Abraham JUBRIL with the Matriculation Number MGS 1808185, and the study is adequate both in scope and quality in partial fulfilment of the requirements for the award of Bachelor of Science Degree in Human Resource Management.

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DATE

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(Project Coordinator)

DATE

PROF. E. E. IDUBOR
(Head of Department)

DATE

DEDICATION

I dedicate this project to Almighty God my strong pillar, my source of wisdom, knowledge and understanding. He has been the source of my strength throughout this project and the main reason for the success of this project.

I also dedicate this project to my parents for their support.

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First and foremost, my sincere gratitude goes to the Almighty God whose mercies and grace brought this Bachelor of Science in Human Resource Management programme to a successful end. God is indeed the greatest.

I wholeheartedly appreciate my highly esteemed supervisor Mrs Imade Iduozee for her unrelenting efforts, commitment and assiduity in ensuring the success of this research work. Your assistance is genuinely appreciated and I'm truly grateful.

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Thank you all for assisting me throughout my journey in this great institute.

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ABSTRACT

This project critically examines the role of Human Resource Development (HRD) in enhancing the performance of organizations. HRD encompasses a wide range of activities including training and development, career development, and organizational development designed to improve employees' skills, knowledge, and abilities. The study aims to identify the correlation between effective HRD practices and improved organizational metrics such as productivity, employee satisfaction, and profitability. Using a mixed-methods approach, the research employs quantitative data analysis to measure the statistical relationship between HRD interventions and organizational performance outcomes. Additionally, qualitative methods are utilized through interviews and case studies to gain deeper insights into the subjective experiences of HR professionals and employees regarding the efficacy of these interventions. The findings suggest that organizations with structured HRD programs report higher levels of employee engagement, increased job satisfaction, and lower turnover rates, which significantly contribute to better organizational performance. Training programs tailored to the specific needs of the workforce and aligned with organizational goals are particularly effective. Moreover, continual investment in employee development is shown to foster a culture of continuous learning and innovation, leading to a sustainable competitive advantage. The project also explores the challenges organizations face in implementing HRD programs, such as budgetary constraints, measuring the return on investment, and adapting to technological changes. Recommendations are provided for developing strategic HRD practices that are flexible and responsive to the dynamic business environment. In conclusion, the study affirms that human resource development is a critical strategic tool that can drive organizational success. To maximize its potential, organizations need to adopt a holistic approach to HRD, ensuring that it is integrated into the business strategy and supported by top management. Further research is recommended to explore the long-term impacts of HRD on organizational growth and to determine the effectiveness of different HRD strategies across various industry sectors.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The importance of human resource development in an organization cannot be ignored because it is the most vital key to achieving organizational efficiency (Janet, 2019, Gidado Kusairi & Muhamad, 2020).

To keep up with efficiency and higher performance, the employees welfare must constantly be considered and upgraded to match new technologies and processes. Sullivan (2019). The success of an organization is strongly linked to the performance of its employees. There is a need for organizations to continuously boost and improve the abilities and overall performance of their human resources.(Kareem 2017) Without proper investment in developing human capital which is the process of increasing knowledge, skills and the capacities of people in the country, the tendency of the growth of that nation might be minimal (Gyang & Sowunmi 2015).

According to Solkhe and Chaudhary (2011) human resource is the most vital factor of production and labour productivity. Organizations especially in the developed world often invest several millions of money on training and development of their human

resources for the performance of their respective organizations Appah, Coleman and Busine (2019)

According to Saraswathi (2020) human resource development in organizational context is a process by which the employees of an organization are aided in planning a way to: obtain capabilities required to perform various functions associated with their present or expected functional roles; develop their general capabilities as individuals and discover and exploit their own inherent potentials for their own, and, or organizational development processes; develop an organizational culture in which supervisor-subordinate relationship is positive or strong; teamwork and collaborations among sub-units are strong and contribute to the professional well-being, motivation and the pride of employees. On this premise, human resource development does not only improve the knowledge base of organizations members, but a vital precursor for achieving organizational efficiency. Nwuche and Awa (2019) the success of an organization depends largely on how employees effectively and efficiently perform duties assigned unto them

Human resource development is concerned with the provision of learning, development and training opportunities in order to improve individual, team and organizational efficiency (Armstrong, 2022).

HRM is defined as a strategic and compatible approach to management of an organisation's most important assets the people working there who one by one and collectively contribute to the accomplishment of its objectives Armstrong (2020). The main aim of human resource management is to provide that the organisation can achieve efficiency through people (Armstrong, 2006). In order to achieve efficiency in the organization training and development of employees is of significance (Peterode, 2021) Moreso, employee reward will bring about efficiency on the organization's performance. A study conducted by Latham (2012) to motivate and keep the employees motivated is an essential part of human resources and management within organizations. Reward systems have a huge impact on organizations to retain and motivate the employees and as a result of achieving high levels of performance (Barber and Bretz, 2021). Thus, organizations must develop programs such as reward systems to fulfil employees' needs

1.2 Statement of Research Problem

It has been discovered that most organizations fail to realize the importance of human resource development and most organizations don't want to spend their financial resources on training and development. Human resource development is achieved through training, and training has a price. The organization has to be willing to spend to

ensure their employees are well trained and in the long run the value of their money would be realized (Ebimobowei, Felix & Wisdom, 2012).

For efficiency in human resource development to be achieved on organization's performance, the employees have to be willing to learn and we have to take note that this development does not only pertain to the employees of the organization, it also involves the management. The capability of an organization to achieve its goals and objectives depends largely on the capabilities of its management. (Chay, 2021)

Most organizations also have problems to decide the right reward systems and which reward system suit the most for the employees. Sowunmi (2010). A properly administered system of rewards can provide good quality of employee performance. If the organization does not have a proper reward system, it will lead to problems such as low employee morale, the unproductive performance of the employees, or it can lead to high turnover rate among employee (Wilson, 2022). when employees reward is low the most of the employees will not come to work, continue to work or work hard for the organization. Edward and Christopher (2021).

Aligning the employee's career goals with the strategic goals of the organization not only helps the organization achieve its goals but also helps the organization in the following ways, retaining high skilled worker.

2018 Workplace Learning Report from LinkedIn Learning revealed that 98% of the employees surveyed suggested that they would like to stay longer in an organization if it invested in their career. Similarly, a survey done in 2017 by Stack Overflow made it clear that a developer gives precedence to career development opportunities over any other incentive offered by organisation. Both these results make it noticeably clear that career development programs are paramount for attracting and retaining employees for longer duration aiming at organizations' performance.

1.3 Research Questions

The following study questions were proposed in this research.

1. What is the effect of employees' reward on organisational performance?
2. To what extent does employees' welfare have any effect on organizational performance?
3. What is the degree to which career advancement have impact on organizational performance
4. To what extent does employees training have any impact on organizational performance

1.4 Objectives of the study

The broad objectives of this research work are to carefully examine human resource development on organizational performance

1. To determine employees welfare has effect on organizational performance
2. To examine the impact of employees reward on organizational performance
3. examine if employees career advancement has effect on organizational performance
4. Ascertain if employees training has effect on organizational performance

1.5 Hypotheses of the Study

The study aims to test the following hypotheses

1. There is no significant relationship between employees welfare on organizational performance
2. There is no significant relationship between employees reward on organizational performance
3. There is no significant relationship between career advancement in organizational performance
4. There is no relationship between employees training and organisational performance

1.6 Significance of the Study

This research would be of relevance to the following groups:

1. **Employees:** This research would be important to employees as it will give them light on what they are expected of by the organization and as guide to limit non essential demands.

2. **Organization;** this study will provide empirical insights to corporate bodies, human resource managers and other stakeholders interested in knowing and understanding organizational performance. it will help them to be informed about the significance human resource development has on organizational performance. The end of this research will be insightful as it will show how much human resource development is obtainable to organizations and how this can affect employees welfare on organizational performance. Ultimately, based on the recommendations offered in this study, business strategy will be conditioned for optimum management of employee development that will result in a high level of organizational performance.

3. **Management:** Optimal performance is what every employer expects from their workers. To achieve this, employees need to put in their best and add value to the organization. one of the important determinants of organizational performance is employees reward. when employees are satisfied, it provides an avenue for efficiency

on organizational work ethic, both of which are the cornerstone for company growth and development. there for this study will be important to managers/management to provide a good employee reward system for their workers, which will in turn increase organizational performance and efficiency.

4. Practitioners and policy makers: This study would also be useful to policy makers who want to take proactive steps to improve organizational performance through effective human resource development. The extent and degree of skills used by policy makers and practitioners will be useful in the management of employee information, remuneration, quality of work life, employee's training, resulting to organisational performance.

5. Lastly, findings from this research will serve as a reference point to others interested in this area of research. it will also stimulate their interests and improve their understanding as well as the enhancement of their performance if the identified variables in the study are properly taken care of by way of adequate provision and utilization. it will bridge the gap that occurs in the literature review that is related to the study of organizational performance. it will help with data for further future reference and investigative work

1.7 Scope of the study

This research will focus on Human resource development on Organizational performance among teaching staff in the Faculty of Management Sciences University of Benin, Edo State.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter opens us to a comprehensive insight on the knowledge of the variables related to any work towards human resource management on organizational performance. The researchers re-examines the literary work of who have deliberated and work in similar areas in their search to find insight on human resource development on organizational performance and its effects on employees welfare, employees reward on organizational performance, employees information on organizational performance, employees career advancement, and theoretical frame work which includes the Equity theory, Maslow hierarchy of need theory, classical theory.as well as the frame of the study

2.2 The Concept of Organizational performance.

Indeed, the concept of organizational performance is multifaceted, and scholars like Anthony and Bhattacharyya (2010), Hashmi, Amirah, and Yusuf (2020), as well as Arshad, Khan, and Khan (2019), emphasize various dimensions. It involves assessing an organization's ability to provide value to both external and internal customers, which encompasses aspects like efficiency, effectiveness, communication with stakeholders,

and control. This comprehensive perspective helps organizations gauge their success and make improvements in various areas to achieve their goals.

Performance, as it appears defined in the dictionaries of French, English and Romanian, defines more the idea of outcome, achieved goal, quality, and less the economic aspects of efficiency and effectiveness. Human resource management is strategic and comprehensive approach to managing people and the work place, culture and environment. Managers are concerned with organizational performance—the accumulated end results of all the organization’s work processes and activities (Susan, 2022). It’s a complex but important concept, and managers need to understand the factors that contribute to high organizational performance. Effective Human resource management enables employees to contribute effectively and productively the overall company direction and the accomplishment of the organization’s goal and objectives. Susan (2012). Philippe Lorrino (2019) states that: "Performance in the enterprise is what contributes to improving cost-value and not just what helps to reduce the cost or increase the value".

Absolutely, organizational performance is closely tied to the skills and capabilities of its leaders. (Silva, 2022) Effective leaders can inspire, motivate, and guide their teams to achieve better results.(Silva 2022) The relationship between a Manager and Worker is indeed contingent, as it depends on factors like communication, trust, and the manager's

ability to adapt their management style to the needs of the team and the organization. Leadership is a dynamic and complex aspect of organizational success. (Silva, 2022). The effectiveness and efficiency of a business are directly linked to its organizational performance (Randeree, 2019). The organization's capacity and capability to execute and carry out action plans effectively play a crucial role in achieving its ambitions and aspirations (AI Youha, 2019). Effective planning, execution, and continuous improvement are essential elements in ensuring that a business can not only meet its goals but also adapt and thrive in a dynamic business environment. Indeed, the analysis of organizational performance involves the examination of various factors, and researchers such as Philippe Lorrino (2022), Cowling 2022, Barrett (2019), Cargo (2019) commonly classify them into two groups: external and internal factors. External factors typically include elements like market conditions, competition, economic trends, and regulatory changes, which can significantly impact an organization's performance. On the other hand, internal factors encompass aspects like leadership, organizational culture, employee skills, and operational processes, which are within the organization's control and can also influence its performance Davidson (2020). Understanding and managing both external and internal factors is essential for effectively regulating and improving organizational performance. (Barrett, Davidson, Prbha, & Cargo, 2018)

Organizational efficiency indeed pertains to the ability of an organization to execute its plans with minimal resource utilization. This efficiency is a critical component of

overall organizational effectiveness, which measures the organization's success in achieving its goals. Employees' effective and efficient performance plays a pivotal role in this equation, as their contributions are central to an organization's ability to operate smoothly and accomplish its objectives, as noted by Sowunmi (2015). Efficient resource allocation and effective employee performance are essential for a thriving organization.

2.3 Human Resource Development

Human resource development has been extensively discussed and demonstrated by outstanding scholars all over the world such as Armstrong (2001), Alagara (2013), Jiang (2022). Human resource Development underscores the critical role of human resource in a firm's wealth and development (Susan, 2022). It emphasizes that human beings are the active agents driving wealth accumulation, resource utilization, and overall socioeconomic and political progress, it also highlights the need for highly skilled human resources as a prerequisite for economic and national development (Toyin, 2019). It shed light on the importance of investing in education, training, and the development of human capital for a firm's advancement (Harbison, 2019). HRD is a broader framework aimed at enhancing employees' personal and organizational skills, knowledge, and abilities over the long term, while training focuses on specific skills and knowledge required for the immediate job functions. HRD encompasses a more holistic approach to employee development, including personal and professional growth, while

training typically concentrates on technical and job-specific competencies. (Susan, 2021).

Human Resource Development is a role of human resource management which is to enhance employee skills and efficiency through various methods, including training, seminars, group discussions, and education programs. These activities are essential for developing a skilled and capable workforce within an organization. (Okoye & Raymond Ezejiofor 2013)

Human resources play a crucial role in an organization's success by driving the achievement of its goals and objectives. Effective management of talent and personnel is essential for overall productivity and growth. (Okoye & Raymond Ezejiofor, 2013). Neglecting the development and management of human resources can indeed be detrimental to a company. Investing in the growth and well-being of employees is essential for long-term success, as motivated and skilled staff contribute significantly to an organization's performance (Okoye & Raymond Ezejiofor, 2013). Recognizing and prioritizing the value of human capital is a critical aspect of effective leadership and management. (Okoye & Raymon Ezejiofor, 2013). Human Resource Management indeed focuses on recruitment, management, and providing direction for an organization's workforce. (Susan, 2022). Absolutely, effective Human Resource Development plays a crucial role in aligning employees with the company's goals and

objectives, enhancing their productivity, and contributing to the overall success of the organization. (Susan, 2022) Indeed, in modern HRM literature, the term "Human Resource Development (HRD)" is often used to encompass various aspects, including training and development, career development, and organization development. Authors like Bratton & Gold (2019), Swanson & Holton (2019), and Vinesh (2022) have contributed to this broader conceptualization of HRD, recognizing its importance in nurturing employee learning and growth within the framework of HRM (Vinesh, 2022). This expanded perspective acknowledges that developing human capital is vital for organizational success in today's dynamic business environment. HRD is rooted in the understanding that organizations are essentially collections of people working together to achieve common goals (Vinesh, 2022). Therefore, it places a strong emphasis on human expertise, development, and well-being as critical drivers of organizational success (Hassan 2021). The ultimate goal of HRD is to improve both individual and organizational performance. By investing in the development of human expertise, organizations aim to achieve higher productivity, better decision-making, and increased competitiveness (Swanson & Holton 2019).

Human resource development in managing an organization's human capital effectively. Indeed, continuous training and development programs are essential to keep employees updated with evolving technology and modern practices (Swanson & Hilton, 2019). These strategic activities are designed to equip employees with the skills, knowledge,

and capabilities needed to meet current and future job demands (Mittal, 2013). This not only improves their ability to provide better services but also enhances satisfaction and fosters positive relations (Adhikari, 2010). Human resource development is a crucial aspect of achieving long-term success in any business establishment (Adhikari, 2010).

HRD is the part of people management that deals with the process of facilitating, guiding and coordinating work related learning and development to ensure that individuals, teams and organisations can perform as desired (Stephen & Adhikari, 2010).

Molina and Ortega (2003) highlighted there is a link between training and development practices, employee satisfaction, and organizational performance. When employees are satisfied due to effective training and development programs, it often leads to improved customer loyalty and satisfaction. Satisfied customers, in turn, can boost productivity and contribute to an organization's overall success. This connection underscores the value of investing in training and development as a means to enhance both employee and customer experiences (Molina & Ortega, 2003)

The primary theory of HRD influences organizational performance through enhancing employee commitment as well as knowledge, skills and, abilities. Katuo (2011) Human Resource Development (HRD) is indeed focused on enhancing and cultivating the skills and abilities of employees within an organization. By doing so, organizations can optimize the quality and effectiveness of their workforce, ultimately contributing to

their overall success and competitiveness in the market (Asfaw, Argaw & Bayissa 2015). HRD encompasses various activities such as training, performance management, career development, and more, all aimed at nurturing employee competencies.

HRD plays a pivotal role in enabling organizations to boost their productivity and performance Mittal (2013). By investing in HRD practices, organizations can adapt to the ever-evolving business landscape and enhance their competitiveness. (Mittal 2013). This includes developing a lean, capable, and flexible workforce, which is crucial for meeting the demands of the market and responding effectively to changes in a timely manner. The references provided highlight the importance of HRD in achieving superior organizational performance, (Mittal 2013).

2.3.1 Employees Reward on Organizational Performance

Human resource provides basis for an organization to achieve sustainable competitive advantage. Since organizations are operating in a dynamic and competitive business environment, they need to develop strategies to acquire and retain competent workforce. Nowadays, human asset is considered to be the most important asset of any organization and in order to get the efficient and effective result from human resource, employee motivation through rewards and fringe benefits are necessary (Zaman, 2011).

Malhotra and Ahmed (2022) define rewards as all forms of financial return, tangible services and benefits an employee receives as part of an employment relationship. It is without doubt that every employee expects some level of reward after delivering a function or task (Zaman, 2019). Employers expect employees to deliver or execute designated duties to their satisfaction while employees also expect their employers to assure them of adequate wages and salaries after they dutifully deliver what is expected of them. According to the oxford dictionary; performance, which originates from the word „perform“, is to carry out, accomplish or fulfill an action, task or a function. The reward for executing a task or a function is what is termed as motivation. Even though people work for salary or wages, there are numerous ways of rewarding (motivating) employees according to the task or function performed (Zaman, 2019).

In any organization, rewards play an important role in building and sustaining the commitment among employees that ensures a high standard of performance (Ngwa, Adeleke, Agbaeze, Ghasi & Imhanrenialena, 2019). Most organizations have gained substantial improvement by entirely complying with the organizational strategy of well-balanced reward and recognition programs for employee. Reward refers to all categories of financial benefits, tangible services and benefits that an employee receives as part of employment relationship with the organization (Siwale, Hapompwe, kukano & salavwe 2020)

2.3.2 Employees Welfare on organizational performance

Welfare is a corporate attitude or commitment reflected in the expressed care for employees at all levels, underpinning their work and the environment in which it is performed (Cowling & Mailer, 2022). Specifically, Coventry and Barker (2018), assert that staff welfare includes providing social and health facilities as appropriate, supervising staff and works' canteens, running sick clubs and savings schemes; dealing with superannuation, pension funds and leave grants, making loans on hardship cases; arranging legal aid and giving advice on personal problems; making long service grants; providing assistance to staff transferred to another area and providing fringe benefits (such as payment during sickness, luncheon vouchers and other indirect advantages) barker(2018). Performance, on the other hand, means goods and services produced in a specified period of time in relation to the resources utilized (Singh, 2019). It is, however, contended by Cohen, Lucy, Huge, Thomson and Edmond (2018) to be more than a narrow economic measure, as it also measures how well the group performs its required tasks to satisfy its customers inside and outside the organization. In effect, productivity suggests effectiveness and efficiency of the employees, in terms of resources utilization and the quality of output (Edmond, 2018).

2.3.3 Employee Career Advancement

Career advancement means moving up within your organization or taking on a higher-level role at a new organization. Career advancement is the process by which professionals across industries use their skill set and determination to achieve new career (Gartner, 2017). Career development is the support and organization provides to employee professional growth especially to employees movement to a new position (Gartner, 2017). Career can be said to be a pattern of job experiences, which comprise the entire life span of a person and which is also generally seen with regard to a number of phases reflecting the evolution from one stage of life to the next (Adewole 2017) Career development of employees is not a mere responsibility of organizations, rather it is their obligation to address the ambitions of employees and create such job positions where they can accommodate their growing ambitions (Prachi, 2015).

Employees are career conscious and they'll stick to an organization where they feel that they have an opportunity to showcase their talent, grow to the maximum possible level and achieve their objectives (Prachi, 2015).

Organizations likewise need to become proactive in designing and implementing career development programs for their employees. It is the best thing they can do to decrease employee turnover (Juneja, 2015).

Career development is a continuous process where both employees as well as employers have to put efforts in order to create conducive environment so that they can achieve their objectives at the same time (Juneja, 2015).

Employees are career conscious and they'll stick to an organization where they feel that they have an opportunity to showcase their talent, grow to the maximum possible level and achieve their objectives (Prachi, 2015).

In order to establish effectiveness of organization, captains of industry and business technocrats' need to focus on aligning employees' career advancement together with the people's management systems, the culture and structure of organization to the firm's strategy (Adewole, 2017).

Career advancement is the total constellation of psychological, sociological, educational, physical, economic, and chance factors that combine to shape the career of any given individual over the life span (Adewole, 2017)

2.3.4 Employee Training

Employees Training on organizational performance investing in employee training is an essential strategy for organizations to enhance performance, promote stability, and prepare their workforce to handle challenges effectively. This investment can lead to long-term benefits for both employees and the organization as a whole. (Gunter, 2020).

The essence of manpower development perfectly. It's all about enhancing the skills and capabilities of employees to help them excel in their current roles and prepare them for future responsibilities within an organization. This development process can include training, education, and professional development opportunities (Ali, Muzaffar &Salamat, 2019).

Training is indeed a strategic process aimed at improving the mindset, skills, and knowledge of employees (Armstrong, 2022). A successful training program should contribute to the development and growth of employees at all levels, ultimately leading to increased commitment to their roles and improved organizational effectiveness. It's a valuable investment in an organization's human resources (Armstrong, 2022) .

Adeniji (2011) perspective aligns with the widely accepted view that training is a crucial strategy for improving an organization's workforce. Training not only aligns employees with the organization's goals but also aims to enhance their current job

performance while preparing them for future opportunities. In essence, an organization's efficiency and productivity heavily depend on the skills and expertise of its employees, regardless of its technological (Armstrong, 2022). This underscores the importance of investing in employee development and training initiatives. Armstrong (2022) employees training is a fundamental principle in organizational management. Human capital, represented by the skills and expertise of employees, is indeed a valuable asset that contributes to an organization's success. Training and development are essential tools to enhance this asset, leading to improved job performance and, ultimately, better organizational performance. This approach aligns with the idea that well-equipped and skilled employees are a unique and irreplaceable resource that can drive sustained success in an organization, as emphasized by Armstrong in 2014.

Training and development are key drivers of motivation and improved performance in academic institutions, just as in other organizations. When faculty and staff have the chance to grow professionally, it positively influences their teaching, research, and overall contribution to the institution's success (Jiang, 2022).

Alagaraja (2013) argues that the linkage between HRD and HRM contributes to organizational learning and improving HR orientation, in turn, enhance organizational performance. Further mentioned that this reinforces the idea that effective training is a valuable strategy for organizations, offering benefits not only to the organization itself

but also to its employees. It aligns with the notion that well-prepared and skilled employees contribute significantly to an organization's success and stability. Gunter (2017).

2.4 Theoretical framework

2.4.1 Equity Theory

This theory, originally advocated by Adam, emphasizes the importance of justice and fairness in reward systems and how individuals' motivation is influenced by their perception of fair treatment. Inequity, as defined by Fajana, occurs when individuals perceive a mismatch between their efforts and rewards compared to others.

Indeed, equity theory acknowledges that employees' contributions or inputs in an organization can encompass a wide range of factors, as highlighted by Faems, Sels, DeWinne, & Maes (2018).

2.4.2 Maslow Hierarchy Theory

In 1943 a Psychologist Mr. Abraham Harold Maslow suggested his Theory of Human Motivation. This theory is one popular and extensively cited theory of motivation. Maslow's theory is based on the Hierarchy of Human Needs. The hierarchy consists of five levels of needs: physiological, safety, love and belonging, esteem, and self-

actualization. People are motivated to fulfill these needs in a sequential manner, starting with the most basic physiological needs like food and shelter and progressing to higher-level needs like self-fulfillment and personal growth. Once a lower-level need is satisfied, it no longer serves as a primary motivator, and attention shifts to fulfilling the next higher-level need in the hierarchy. This theory has had a significant impact on our understanding of human motivation and behaviour.

2.4.3 Alderfer's ERG theory of motivation

Clayton Alderfer developed Maslow's Hierarchy of Needs into a three factor model of motivation known as the ERG model. In this model the letter E, R, & G each stand for a different human need: existence, relatedness and growth. The ERG model is a content theory of motivation.

Alderfer's model says that all humans are motivated by these three needs. The most concrete and motivating of Alderfer's three needs is existence, which really relates to physical and psychological survival. The next level is the need for relatedness, a sense of community and a good relationship with yourself. The least concrete, but still important, of Alderfer's needs in the ERG model is growth, which really relates to self-development, fulfillment and the sense of achieving your potential.

Alderfer's ERG Theory of Motivation states that individuals can be motivated by multiple levels of need at the same time, and that the level which is most important to them can change over time. In other words, an individual's priorities and motivations may be fluid and can move between the existence, relatedness and growth levels of need over time. They can move upwards, and they can move downwards.

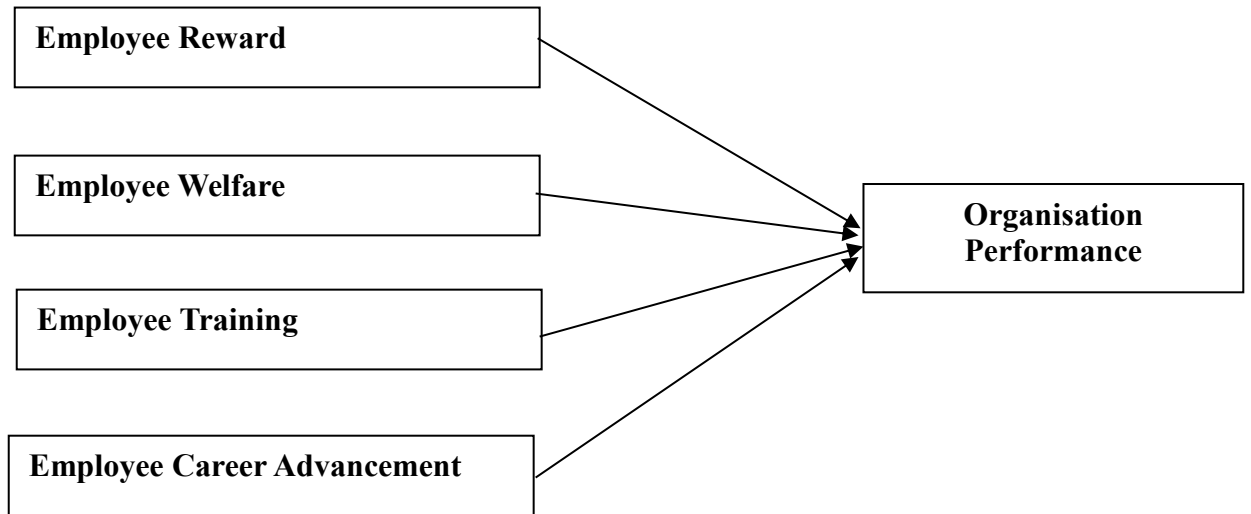
In Maslow's Hierarchy of Needs, individuals need to have satisfied one level of needs before moving on to the next one. For example, they need to have satisfied their safety needs before being motivated by social belonging. Alderfer disagreed. In his model, individuals do not need to have satisfied their existence needs before being motivated by their relatedness need.

In fact, Alderfer went further and said that different individuals potentially prioritize the needs in different orders based on their life views. A standard example of this could be the starving actor who's motivated by growth through their art, potentially at the expense of their existence (i.e. they can't pay their rent but are pursuing their passion).

Alderfer also noted that how individuals perceive their progression in relation to each of the levels of need is important. If an individual feels they are making great progress at relatedness, they may be increasingly motivated by growth even though their relatedness need has not been fully satisfied. Similarly, if an individual feels frustrated

with the progress they are making in relation to growth, they may abandon it and redouble their motivation in relation to relatedness.

2.4 Conceptual Framework



Source: Author's Conduction, 2024

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter contains the research design, population and sampling techniques, operationalization and measurement of variables, research instruments, sources of data, method of data analysis and model specification.

3.2 Research Design

A conceptual framework provides a logical structure that helps researchers understand and analyse the relationships between variables. (Nachmias, 2019). The research design is the blueprint or framework that outlines how a research study will be conducted, including the strategies and methods used to answer specific research questions (kerlinger, 2021). Using a survey research design with questionnaires is a common and effective approach to collect data from respondents. Survey research does indeed offer respondents a degree of anonymity, which can promote more open and honest responses, especially when collecting sensitive information about feelings and attitudes (Cooper 2022).

3.3 Population and Sampling Techniques

This research's population comprised of teaching staff of Faculty of Management Sciences, at University of Benin. The population of teaching staff of Faculty of Management Sciences in the University of Benin stands at approximately 165; this comprised of population of this study Simple random sampling method was used. The study adopted a simple random sampling procedure.

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{165}{1 + 165 (0.05)^2}$$

$$n = \frac{165}{1 + 165 (0.0025)}$$

$$n = \frac{165}{1 + 0.4125}$$

$$n = \frac{165}{1.4125}$$

$$n = 116$$

where n = Sample size

N= Population

e= significance level ((5% i.e 0.05).

l= constant

After computation, we arrived at 116 using the Taro Yamane formula. Hence, hundred and sixteen (116) questionnaires were randomly distributed.

3.4 Operationalization and Measurement of Variables

The relationship between Human resources development which is the independent variable and Organizational performance; the dependent variable. A 5-point likert scale of "Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree" was used for the study

Table 3.1: Operationalisation of variables

INDEPENDENT VARIABLES			
6	Independent Variables Employees Reward	Reward refers to all form of financial return, tangible services and benefits an employee receives as part of an employment relationship. Respondents' answer to this question is measured on Likert-type four point scale	Q6-8
7	Employees Welfare	Welfare is a corporate attitude or commitment reflected in the expressed care for employees at all levels, under printing their work and the environment in which it is performed. Respondents' answer to this question is measured on Likert-type four point scale	Q9-11
8	Employee Career Advancement	Career advancement means moving up within your organization or taking on a	Q15-17

		higher-level role at a new organization. Respondents' answer to this question is measured on Likert-type four point scale	
9	Employee Training	Training is a strategic process aimed at improving the mindset, skills, and knowledge of employees. Respondents' answer to this question is measured on Likert-type four point scale	Q12-14
DEPENDENT VARIABLE			
10	Organizational Performance	Organizational Performance is a measure which appraised and evaluates the success of an organization for making available and delivering value for its customers, both external and internal. Respondents' answer to this question is measured on Likert-type five point scale	Q18-19

Source; The Author's Computation (2022)

3.5 Research Instrument

The research instrument was a well composed and structured questionnaire divided in two sections. Section A contained questions on personal data of the respondents and section B, questions on the dependent and independent variables. All questions was based on five point likert scale of Strongly Agree (SA), Agree (A), Neutral, Disagree (D) and Strongly Disagree (SD)

3.6 Sources of Data

Primary source of data would be used in the course of this study. The involve carefully carrying out an original investigation to obtain data through administration of questionnaires to teaching staff of Faculty of Management Sciences, University of Benin, Edo State Nigeria.

3.9 Method of Data Analysis

The data that was collected from the questionnaire will be analyzed using descriptive statistics (mean, frequency and simple percentage) and inferential statistics. Descriptive statistics would be used for analyzing and presenting the collected data for easy interpretation of the data. Inferential statistics via the use of model summary, analysis of variance and simple linear regression analysis would be used to test the different hypotheses of the research with the Statistical Package for Social Sciences (SPSS) 27.

3.10 Model Specification

He function is represented as

$$f(ER, EW, ET, EA)$$

E model is specified as

$$OP=B_0+B_1EW_1+ B_2ER_2+ B_3ET+B_4EA_4+\mu$$

Therefore;

OP-Organizational Performance

Constant

EW-Employees' welfare

ER-Employees' reward

EA- Employees' career advancement

ET-Employees' Training

CHAPTER FOUR

DATA PRESENTATION, ANALYSES AND INTERPRETATION

4.1 Introduction

The chapter provides the analyses for the study on “Human Resource Development on Organizational Performance”. It focuses on presentation and interpretation of data obtained from the respondents. The data obtained from structured questionnaire distributed to. Descriptive statistics such as frequency tables, means, standard deviation, model summary, analysis of variance and simple linear regression analysis.

A total of 116 copies of questionnaire were administered to the Teaching staff Faculty of Management Sciences, but only 80 copies of the questionnaire administered were completed and returned.

4.2 Demography profile of the Respondents

The demographic variables of respondents examined in this study include gender, age range, marital status, educational qualification and Number of years worked for the Organization. The result is as presented in the table below.

Table 4.1 Demography profile of the Respondent

Item	Frequency	Percentage (%)
Gender:		
Male	20	25
Female	60	75
Total	80	100
Age Range:		
21 – 20 years	30	37.5
31 – 40 years	10	12.5
41 – 50 years	40	50
Total	80	100
Marital Status:		
Single	20	25
Married	40	50
Widow	15	19
Divorced	5	6
Total	80	100
Educational Qualification:		
Diploma	5	6
OND	15	19
HND/BSC	40	50
Post-graduate Degree	20	25
Total	80	100

Number of years worked for the Organization:		
Less than 5 years	15	18.75
6 – 10 years	20	25
10 years and above	45	56.25
Total	80	100

Source: Researcher’s Computation (2023)

The analysis for the study on "Human Resource Development and Organizational Performance" conducted with teaching staff from the Faculty of Management Sciences at the University of Benin reveals interesting findings.

Gender

In terms of gender, the majority of participants were female, constituting 75% of the sample, while males made up the remaining 25%.

Age Range

When considering age, the largest age group fell between 41 to 50 years, representing half of the participants, with the 21 to 30 and 31 to 40 age groups making up 37.5% and 12.5%, respectively.

Marital Status

Marital status data showed that married individuals were the most prevalent at 50%, followed by singles at 25%, while widows and divorced participants accounted for 19% and 6%, respectively.

Educational Qualification

In terms of educational qualifications, HND/BSC holders constituted the majority at 50%, followed by post-graduate degree holders at 25%, OND holders at 19%, and diploma holders at 6%.

Number of Years Worked for the Organization

Finally, concerning the number of years worked for the organization, the majority of participants had worked for 10 years or more, comprising 56.25% of the sample. Those with 6 to 10 years of experience constituted 25%, and those with less than 5 years of experience made up 18.75% of the respondents.

4.3 Descriptive Statistics

This section presents the descriptive statistics such as the frequency, percentage, standard deviation of the respondents' responses to statement on the Questionnaire.

Table 4.2 Employee Reward

S/N	Employee Reward	SA (%)	A (%)	N %	D (%)	SD (%)	Std. Deviation
6.	I have observed that employees who receive regular rewards tend to be more committed to their work and, as a result, more productive	37 (33)	7 (9)	0 0	31 (39)	5 (6)	.803
7.	I feel that rewards and recognition contribute to a positive work environment, which drives higher productivity	53 (66)	14 (18)	0 0	6 (8)	7 (9)	.488
8.	Employee recognition and rewards positively impact team productivity	47 (59)	7 (9)	0 0	22 (28)	4 (5)	.547

Source: Researcher's Compilation (2023).

Table 4.2, which examines employee rewards and their impact on work-related factors, provides several notable insights. The first statement (6) suggests that a substantial proportion, 33%, strongly agree (SA) with the notion that employees who receive regular rewards tend to be more committed and, consequently, more productive. However, 39% disagree (D), while 9% agree (A) and 6% strongly disagree (SD). The second statement (7) reveals that a significant 66% strongly agree that rewards and recognition contribute to a positive work environment and drive higher productivity,

with 18% in agreement, 8% in disagreement, and 9% strongly disagree. Statement 8 indicates that 59% strongly agree that employee recognition and rewards have a positive impact on team productivity, with 9% agree, 28% disagree, and 5% strongly disagree. Standard deviations for these statements range from .488 to .803, suggesting varying levels of agreement among respondents regarding the positive influence of rewards and recognition on workplace commitment and productivity.

Table 4.3 Employee welfare

S/N	Employee Welfare	SA (%)	A (%)	N %	D (%)	SD (%)	Std. Deviation
9.	Employee welfare programs contribute to a more productive and satisfied workforce	33 (2.5)	10 (13)	0 0	24 (30)	13 (16)	.972
10.	I believe that investing in employees' welfare positively impacts our organizational performance	18 (23)	36 (45)	0 0	20 (25)	3 (4)	1.100
11.	Employees' well-being significantly influences the overall performance of our organization	10 (13)	43 (54)	0 0	21 (26)	6 (8)	.646

Source: Researcher's Compilation (2023).

Table 4.3, focused on employee welfare and its effects on various aspects, reveals important insights. In statement 9, it is evident that 33% of respondents slightly agree (SA) that employee welfare programs contribute to a more productive and satisfied workforce. However, 30% disagree (D), 13% agree (A), and 16% strongly disagree (SD). Statement 10 suggests that 23% agree that investing in employees' welfare positively impacts organizational performance, while a substantial 45% agree, 25% disagree, and 4% strongly disagree. In the final statement (11), 54% agree that employees' well-being significantly influences the overall performance of the organization, with 26% in disagreement, 13% agree, and 8% strongly disagree. The standard deviations for these statements range from .646 to 1.100, reflecting differing opinions among the respondents about the impact of employee welfare programs on productivity and organizational performance.

Table 4.4 Employee Training

S/N	Employee Training	SA (%)	A (%)	N (%)	D (%)	SD (%)	Std. Deviation
12.	Employee training positively impacts organizational performance	10 (13)	33 (41)	0 0	24 (30)	13 (16)	.695
13.	To what extent do you agree that well-designed employee training aligns employees' skills with the strategic goals and objectives of the organization?	7 (9)	39 (49)	0 0	31 (39)	3 (4)	.815
14.	I believe that employee training and development positively contribute to my job performance	53 (66)	14 (18)	0 0	6 (8)	7 (9)	.531

Source: Researcher's Compilation (2023).

Table 4.4, which examines the perceptions of employee training and its influence on organizational performance, provides valuable insights. In statement 12, 41% agree that employee training positively impacts organizational performance, while 30% disagree, 13% agree, and 16% strongly disagree. Statement 13 reveals that 49% agree that well-designed employee training aligns employees' skills with the organization's strategic goals, with 39% in disagreement, 9% agree, and 4% strongly disagree. Finally, in

statement 14, a significant 66% strongly agree that employee training positively contributes to their job performance, with 18% in agreement, 8% in disagreement, and 9% strongly disagree. The standard deviations for these statements range from .531 to .815, indicating varying levels of agreement among respondents about the beneficial impact of employee training on organizational performance and job satisfaction.

Table 4.5 Employee Career Advancement

S/N	Employee Career Advancement	SA (%)	A (%)	N %	D (%)	SD (%)	Std. Deviation
15.	Career advancement opportunities positively impact organizational performance	12 (15)	42 (53)	0 0	18 (23)	8 (10)	.640
16.	How satisfied are you with the career advancement opportunities provided by our organization for your professional growth and development	11 (14)	29 (36)	0 0	26 (33)	14 (18)	.464

17.	To what extent do you agree that a well-defined career advancement system aligns employees' efforts with the strategic goals and objectives of the organization?	4 (5)	47 (59)	0 0	22 (28)	7 (9)	1.019
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Source: Researcher's Compilation (2023).

Table 4.5, focusing on employee perceptions of career advancement and its relationship to organizational performance, yields noteworthy findings. In statement 15, 53% agree that career advancement opportunities have a positive impact on organizational performance, while 23% disagree, 15% agree, and 10% strongly disagree. Statement 16 shows that 36% are somewhat satisfied with the career advancement opportunities provided by the organization for their professional growth and development, with 33% in disagreement, 14% agree, and 18% strongly disagree. In the last statement (17), 59% agree that a well-defined career advancement system aligns employees' efforts with the organization's strategic goals, while 28% disagree, 5% agree, and 9% strongly disagree. The standard deviations for these statements range from .464 to 1.019, indicating varying opinions among respondents about the impact of career advancement opportunities on organizational performance and alignment with strategic objectives.

Table 4.6 Organization Performance

S/N	Organization Performance	SA (%)	A (%)	N %	D (%)	SD (%)	Std. Deviation
18.	I believe that our organization consistently achieves its performance goals and objectives	47 (59)	22 (28)	0 0	7 (9)	4 (5)	1.172
19.	I feel that the overall organizational performance is meeting or exceeding expectations	53 (66)	14 (18)	0 0	6 (8)	7 (9)	.744

Source: Researcher's Compilation (2023).

Table 4.6, which delves into employees' perceptions of organizational performance, provides valuable insights. In statement 18, a significant 59% believe that the organization consistently achieves its performance goals and objectives, with 28% in agreement, 9% in disagreement, and 5% strongly disagree. Statement 19 reveals that 66% feel that the overall organizational performance meets or exceeds expectations, with 18% in agreement, 8% in disagreement, and 9% strongly disagree. The standard deviations for these statements range from .744 to 1.172, indicating varying opinions among respondents about the organization's ability to meet performance goals and expectations.

4.4 Hypotheses Testing

Table 4.7 Model summary of the relationship between Human Resource Development on Organizational Performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.924 ^a	.855	.847	.377

a. Predictors: (Constant), EA, EW, ET, ER

Table 4.8 Analysis of Variance of the relationship between Human Resource Development on Organizational Performance

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	62.721	4	15.680	110.252	.000 ^b
	Residual	10.667	75	.142		
	Total	73.388	79			

a. Dependent Variable: OP

b. Predictors: (Constant), EA, EW, ET, ER

Table 4.9 Simple Linear Regression Result of the Result

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.905	.178		5.091	.000
	ER	.570	.106	.600	5.395	.000
	EW	.138	.079	.166	1.760	.082
	EA	.618	.109	.539	5.648	.000
	ET	-.530	.134	-.385	-3.968	.000

a. Dependent Variable: OP

4.5 Hypothesis Interpretation

1. **H0:** There is no significant relationship between employees welfare on Organizational

H1: There is significant relationship between employees welfare on Organizational

Decision Rule: The null hypothesis (H0) states that there is no significant relationship between employees' welfare and Organizational Performance (OP). Based on the p-value, which is greater than the common significance level of 0.05, we fail to reject the null hypothesis. This suggests that there is no statistically significant relationship between employees' welfare and Organizational Performance.

2. **H0:** There is no significant relationship between employees Reward on Organizational Performance.

H1: There is significant relationship between employees reward on Organizational performance

Decision Rule: The null hypothesis (H0) states that there is no significant relationship between employees' reward and Organizational Performance (OP). The very low p-value (0.000) allows us to reject the null hypothesis. This indicates a strong statistically significant relationship between employees' reward and Organizational Performance. In

other words, rewarding employees is positively associated with better organizational performance.

3. H0: There is no significant relationship between employees career advancement on Organizational performance.

H1: There is significant relationship between employees career advancement on Organizational Performance.

Decision Rule: The null hypothesis (H0) states that there is no significant relationship between employees' career advancement and Organizational Performance (OP). The very low p-value (0.000) leads to the rejection of the null hypothesis, indicating a strong and statistically significant positive relationship between employees' career advancement and Organizational Performance.

4. H0: There is no significant relationship between employees training on Organizational performance.

H1: There is significant relationship between employees training on Organizational Performance.

Decision Rule: The null hypothesis (H0) states that there is no significant relationship between employees' training and Organizational Performance (OP). The very low p-

value (0.000) leads to the rejection of the null hypothesis, indicating a strong and statistically significant positive relationship between employees' career advancement and Organizational Performance.

4.6 Discussion of Findings

The study found out that employees' reward has a notably positive impact on Organizational Performance, with a significant and positive relationship. Charles (2012) This implies that organizations benefit from rewarding their employees as it enhances (overall performance. Additionally, employees' career advancement was found to have a significant positive association with Organizational Performance.(Mitchel 2021) This underscores the importance of providing career development opportunities for employees to drive improved organizational outcomes. However, the research results also indicate that employees' training does not exhibit a positive relationship with Organizational Performance, revealing a potential gap in the effectiveness of training programs. On the other hand, employees' welfare was not found to be significantly related to Organizational Performance. These findings suggest that organizations might need to reassess their training and welfare programs to align them more effectively with organizational performance goals. Otoo (2018) Overall, the study's findings provide valuable insights for organizations seeking to optimize their human resource strategies for enhanced performance and productivity. Bhardwaj (2019)

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter includes Summary of Findings, Contributions to Knowledge, Conclusion, Policy Recommendation and Suggestion for Further Studies.

5.2 Summary of Findings

The study's findings have shed light on the relationships between various elements of human resource development and organizational performance. The hypotheses tested were as follows:

Finding: Employees' welfare does not exhibit a significant relationship with Organizational Performance.

1. H0: There is no significant relationship between employees' reward and Organizational Performance.

Finding: Employees' reward has a significant and positive relationship with Organizational Performance.

2. H0: There is no significant relationship between employees' welfare and Organizational Performance.

3. H0: There is a significant relationship between employees' career advancement and Organizational Performance.

Finding: Employees' career advancement was found to have a significant positive association with Organizational Performance.

4. H0: There is no significant relationship between employees' training and Organizational Performance.

Finding: Employees' training does not exhibit a positive relationship with Organizational Performance.

5.3 Contribution to Knowledge

This study has made valuable contributions to the field of human resource management. Firstly, it underscores the importance of employees' reward and career advancement in driving organizational performance, offering practical insights for organizations seeking to enhance their HR strategies. Secondly, the study highlights the need for organizations to reevaluate their training and welfare programs to ensure they align more effectively with organizational performance goals. These findings add to the body of knowledge concerning HR practices and their impacts on overall organizational success.

5.4 Conclusion

In conclusion, this research has provided crucial insights into the relationships between various aspects of human resource development and organizational performance. It is evident that not all elements have a uniform impact, and organizations need to tailor their HR strategies accordingly. While employees' reward and career advancement positively influence Organizational Performance, employees' training and welfare were found to be less significant in this context. These findings can inform strategic decisions aimed at enhancing organizational performance.

5.5 Policy Recommendations

Based on the study's findings, the following policy recommendations are suggested:

1. Organizations should emphasize and invest in well-structured employee reward systems to boost Organizational Performance.
2. While welfare programs remain important for employee satisfaction, organizations should focus more on reward and career development initiatives for performance improvement.
3. Career development opportunities should be provided to employees to align their skills and aspirations with the strategic goals of the organization.

4. Training programs should be revamped and tailored to better meet the specific needs of employees and the organization.

5.6 Suggestions for Further Studies

To expand on this research, it is suggested that future studies could investigate the impact of specific reward systems or the effectiveness of different training methodologies on Organizational Performance. Additionally, exploring the influence of employee motivation and job satisfaction on performance could provide a deeper understanding of HR's role in organizational success.

However, this study contributes to the understanding of how HR practices can affect Organizational Performance and offers practical insights that can guide organizations in optimizing their human resource strategies. The findings, conclusions, and recommendations presented here provide a solid foundation for further research and informed decision-making in the field of human resource management.

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APPENDIX
QUESTIONNAIRE
DEPARTMENT OF HUMAN RESOURCE MANAGEMENT
FACULTY OF MANAGEMENT SCIENCE
UNIVERSITY OF BENIN, BENIN CITY.

Dear Sir/Madam,

**REQUEST FOR YOUR COOPERATION IN COMPLETING THIS
QUESTIONNAIRE**

I am an undergraduate of the above named Institution and Department. I am currently carrying out a research on “Human Resource Development on Organizational Performance”.

In this regard, you have been duly selected as a member of the sample.

I wish to appeal to you to kindly assist this study by sparing a few minutes to complete this questionnaire. Please, be assured that your answers will be treated in strict confidence and used for the academic purpose only. Thank you for your cooperation

Yours faithfully,

JUBRIL Oluwatobiloba Abraham

SECTION A: ORGANIZATIONAL AND PERSONAL PROFILE

Please tick [v] the option that applies to you

1. Gender: Male [], Female []
2. Age range (years): 21-30 [], 31-40 [], 41 - 50 []
3. Marital Status: Single [], Married [], Widow [] Divorce []
4. Educational Qualification: Diploma [], OND [], HND/ B.SC [],
Postgraduate Degree []
5. The number of years you have worked for the organization: less than 5 years [],
6 -10 years [], 10 years and above []

SECTION B

Please indicate the option that represents your opinion

Please tick in the appropriate box after each question as an indication of your choice using Likert scale: SA = Strongly Agree, A = Agree, N = Neutral, D = Disagree, SD = Strongly Disagree.

s/n	Employee Reward	SA	A	N	D	SD
6	I have observed that employees who receive regular rewards tend to be more committed to their work and, as a result, more productive					
7	I feel that rewards and recognition contribute to a positive work environment, which drives higher productivity					
8	Employee recognition and rewards positively impact team productivity					
	Employee Welfare	SA	A	N	D	SD
9	Employee welfare programs contribute to a more productive and satisfied workforce					

10	I believe that investing in employees' welfare positively impacts our organizational performance					
	Employee Career Advancement	SA	A	N	D	SD
12	Career advancement opportunities positively impact organizational performance					
13	How satisfied are you with the career advancement opportunities provided by our organization for your professional growth and development					
14	To what extent do you agree that a well-defined career advancement system aligns employees' efforts with the strategic goals and objectives of the organization?					
	Employee Training	SA	A	N	D	SD
15	Employee training positively impacts organizational performance					
16	To what extent do you agree that well-designed employee training aligns employees' skills with the strategic goals and objectives of the organization?					
17	I believe that employee training and development positively contribute to my job performance					
	Organizational Performance	SA	A	N	D	SD
18	I believe that our organization consistently achieves its performance goals and objectives					
19	I feel that the overall organizational performance is meeting or exceeding expectations					