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## HUMAN RESOURCE DEVELOPMENT AND THE OPERATIONAL PERFORMANCE OF ENTREPRENEURS IN NIGERIA

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### ABSTRACT

*The study considers Human Resource as the quality and quantity of human efforts directed towards producing goods and services to enhance production. In this study, operational performance, productivity and efficiency of entrepreneurs in Entrepreneurship and industrial concern are inferred to be dependent on several inter-related factors. Human Resource Development is one of the several important determinants of productivity and efficiency in any organization. This study examines the impact of Human Resource Development on the operational performance of entrepreneurs in Nigeria, with a study of entrepreneurial activities in Lagos, Ogun and Oyo states of Nigeria. The research method adopted for this study was survey and documentary analysis. The survey research involved collection of data from existing records and findings of the opinion on the subject through the use of structured questionnaire. Stratified sampling technique was used to select the 386 respondents for the study. The instrument was validated and pilot-tested to ascertain the internal consistency. The population for the study comprised selected entrepreneurs, human resource practitioners, trainers and supervisors in the study area. The internal consistency of the questionnaire was determined using Cronbach Alpha. The reliability coefficient of the questionnaire was 0.71. Data obtained were analyzed using mean, frequency count, percentages and one-way analysis of variance. A large proportion of the respondents indicate that human resource development as implied by the study has made great impact on the operational performance of their industries/enterprises. This ranges from filling vacancies more economically, coping with changes more effectively, achieving and maintaining good performance, to developing people to their full potential capacity. Participant's indications strongly point to the fact that human resource development activities have made positive change in the productivity of their organizations. There is also wide acceptance in entrepreneurship venture/industries that continuous human resource development is necessary and that it is one of the many viable ways to bring about change and development in industry and in individuals. It is also one of the ways to maintain the smooth running of entrepreneurial activities, thus increasing operational performance and productivity.*

### KEYWORDS

human resources, human resource development, entrepreneur, entrepreneurship, training and development, operational performance, productivity.

### INTRODUCTION

#### BACKGROUND TO THE STUDY

A number of factors can improve entrepreneurial activities and business operations, e.g. efficient methods, more highly capitalized plants, diversification into new markets, cutting down 'specials', Human Resource Development (HRD) and training Fajana (2015).

These and others have a lot to play in entrepreneurship development. But what specific impact can HRD make?

Since Nigeria's independence in October 1960, there has been relatively conscious and sustained efforts to improve the Nigeria economy. Many dynamic approaches, including diversification of the economy in the areas of education and training, agriculture, industry and commerce, have been taken to accelerate the growth of the economy. Although predominantly an agricultural economy, the discovery of oil in commercial quality rapidly changed the nature of the economy into a predominantly oil based one.

With effect from the early part of the 1970s, Nigeria experienced a phenomenal increase in wealth due to the large-scale exploitation of our crude oil. This situation then called for an equally phenomenal expansion in real demands for sophisticated goods and services and of course the need for more and better workers to produce and maintain them.

The rapid increase in industrialization at the time created some very critical issues regarding the amount of demand and the rate of supply of industrial manpower as well as the need for rapid Human Resource Development strategies to meet the challenges of the economic growth and development and harness Human Resource Management (HRM).

#### HUMAN RESOURCE MANAGEMENT (HRM) IN ENTREPRENEURSHIP

Developing, harnessing, refining and utilizing Human Resource effectively have been an onerous task through the ages. Consequently, Human Resource (HR) is not only part of the development strategies for entrepreneurship but managing it effectively, is indeed a vital problem of development itself. Human Resource according to Hassan (1999), is the aggregate of energy, knowledge, skill, behavior, attitude, cultural attributes and moral disposition of a people living within a particular social, political and economic setting. This feat of skill or faculty which varies in quantity and content between individuals according to age, gender, and class must properly be managed, harnessed, refined, motivated and utilized for economic growth and development. It is in the capacity for doing this, and the extent and wholesomeness with which HR is managed that nations differ between "developed", "developing" and "underdeveloped".

It is no mean task to manage, develop, harness, refine and utilize human resources for entrepreneurship development and growth. In conformity with its nature or characteristic, therefore Human Resources can only be managed and developed through a multidimensional, interdependent, interrelated and dialectical process. To this effect, conditions that will exhibit the maximum release of the wholesome energy knowledge, skill, attitude and behaviour of man must be provided. Implied in all these is the view that man's physical, physiological, psychological, cultural, moral, spiritual and even political needs for peaceful, harmonious, productive and beneficial existence and interaction should be met. It is only then will Human Resources be fully developed. In more practical terms, human resource management entails, bringing together different kinds of people to achieve a common purpose. In addition there must be the provision of effective health-care delivery, education, training and development, farming, fishing, good roads, potable water etc.

According to Belcourt et al (1999) Human Resource Management is a set of interrelated functions and processes whose goals is to attract, socialize, motivate maintain and retain an organization's employees. A wide range of public goods such as roads, transport, and communication facilities as well as clean and readily available water, especially for domestic and industrial use also enhance human resource management for entrepreneurship to succeed.

It also promotes the availability of gainful employment and entrepreneurship development facilities. In essence, human resource management can only be thorough and efficacious if the relationship between people is modulated by equitable distribution and collective decision making.

Boselie et al (2005) also explained that HRM responds accurately and efficiently to the organization's environment and complements other organizational systems and delivers added value through the strategic development of the organization's rare, inimitable and non-substitutable resources, embodied – literally – in its staff.

The foregoing validates the view that the continuous human resource development (i.e. people development) is not only indispensable for economic growth, industrial and entrepreneurial development, but more instructively the very process of harnessing, refining and utilizing human resources is itself the process of

economic growth and development. There is therefore a continuum between human resource development, organization development and economic growth and development. This also implies that without human (people) organization cannot exist. According to Armstrong and Baron (2004) – People and their collective skills, abilities and experience, coupled with their ability to deploy these in the interests of the employing organization are now recognized as making significant contribution to organizational success and constituting a major source of competitive advantage. Organizations are therefore made up of people of different kinds to achieve set objectives, goals and purposes. HR here also implies that people have capabilities that propel organizational performance together with other resources such as money, material information, machine and equipment. Others will include human capital, intellectual assets, etc, which will influence operational performance of organization. Positive change or improvement in any of these factors will lead to improved organization/entrepreneurship performance. This is what has motivated this study. To study, investigate and find out the impact of Human Resource Development on the operational performance of Entrepreneurs in Lagos, Ogun and Oyo states of Nigeria.

### SCOPE OF THE STUDY

The study is designed to examine the impact of Human Resource Development on the operational performance of entrepreneurs in Nigeria with a study of Entrepreneurial activities in Lagos, Ogun and Oyo States. The choice of these states was informed by the large concentration of Entrepreneurial activities in the state capitals i.e. Ikeja, Abeokuta and Ibadan areas of the states using a stratified random sampling of 385 entrepreneurs.

### SUMMARY OF LITERATURE REVIEW

#### OPERATIONAL PERFORMANCE

Operational Performance in this study is considered as the organization's or firm's performance measured against set objectives, standard or prescribed indicators of effectiveness, efficiency, in the areas of productivity, quality and time-waste reduction. This will also include assessment of human resource development strategies, coping with change, effective utilization of equipment, machine and tools and building up the right environment for increased productivity.

Performance measurement is generally defined as regular measurement outcomes and results, which generates reliable data on the effectiveness and efficiency of programmes. Fuller (1999).

Assessing Operational Performance will include such activities to ensure that goals and objectives are consistently being met in an effective and efficient manner. According to Mutsuddi (2014) this can focus on performance of the organization, a department, processes to build a product or service, employees etc.

Belcourt, Sherman, Bohlender and Sneld (1999) had argued that when performance standards are properly established, they help to translate organizational goals and objectives into job requirements that convey acceptable and unacceptable levels of performance to employees and the entire organization workforce.

Consequently operational performance assessment strategy and management must define expectations in the form of a role profile, which sets out role requirement in terms of key results areas and the competencies required for effective performance. According to Armstrong (2012), the role profile provides the basis for agreeing objectives and methods of measuring performance and assessing the level of competency reached. Measuring performance is an important concept in performance management as it serves as the basis for providing and generating the required feedback.

#### HUMAN RESOURCE DEVELOPMENT

Human resource development (HRD) according to Armstrong (2012) is concerned with the provision of learning, development and training opportunities in order to improve individual, team and organizational performance. Hence, HRD is essentially a business-lead approach to developing within a strategic framework. Whether in a free market or planned economy, educated, trained, skilled, knowledgeable and qualified human resource constitute a very important investment for a country.

The human resources of a nation, according to Yahaya (1999) which comprise men and women, young and old, engaged in the production of goods and services are the greatest, and indeed, the most precious assets of the nation. This point was earlier amplified by Harbison (1973) who asserted that:

"Human resources, not capital, not income or material resources, constitute the ultimate basis for the wealth of nations. Capital and natural resources are passive factors of production, human beings are the active agents who accumulate capital, exploit natural resources, build social, economic and political organizations and carry forward national development. Clearly, a country which is unable to develop and to utilize them effectively in the national economy will be unable to develop anything else."

This therefore suggests that country's development plans and policies should promote human development as a means towards meeting the challenges of manpower for economic and individual development.

According to the (UNDP), Human Development Report" (1997), "This will require policies that

- i. Generate full employment and security of livelihoods;
- ii. Foster people's freedom and empowerment
- iii. Distribute benefits equitably
- iv. Promote social cohesion and co-operation; and
- v. Safeguard future human development.

Planning national development must therefore involve investment in human capital for this will promote rapid national development. National plans should focus more on job creation and achieving macro-economic balance. Investing in human capital includes equipping the citizens with the necessary skills through education and training.

#### STRATEGIES FOR HUMAN RESOURCE DEVELOPMENT

Yahaya (1993) suggested that in considering strategies for Human Resources Development for Entrepreneurship Growth and Industrial Development, the role of the following categories of human resources must be considered:

- a. Administrative, Managerial, Entrepreneurial personnel in both the public and private sectors.
- b. Professional personnel such as engineers, doctors, scientists and other technical personnel, and so on.

It is from these and other ranks that a progressive nation draws the human leadership for political and social activities and, of course, for economic and industrial development. The importance of these strategic categories of human resources for economic and industrial development has been underscored by Paul G. Hoffman (19 98), when he said: "The underdeveloped countries need high level manpower just as they need capital. Indeed, unless these countries are able to develop the required strategic human resources, they cannot absorb capital." Hoffman also developed a prescriptive point of view and, at the same time, identified more problems, when he said: "Of all the resources required for economic development, high talent manpower requires the longest "lead time" for its creation. Dams, power stations., can be constructed in a few years, but it takes 10 to 15 years to develop managers, engineers and the administration to operate them. The existence of such manpower, however, is essential if the countries are to achieve self-sustaining growth"

A further remark on the value of high-level manpower for economic and industrial development is that by John Gardner cited in Yahaya (1999) who said: "The demand for high-level manpower is firmly rooted in the level of technological complexity which characterizes modern life, and the complexity of modern social organization."

Yahaya (1999) was of the same view when he noted that: "The indices for measuring national growth and development, hinge on the conditions of human resources which a nation possesses. Human resources constitute the ultimate dignity of a nation. After all it is the interactions of people with natural resources that constitute the development process. The people according to Gant (1997), are the human resources for the supply of physical labour, technical and professional skills which are germane to effective and efficient planning and implementation of development policies, programmes, projects, and daily activities."

It is the view of this study that continuous Human Resource development and training and retraining, for self-employment is the key to sustainable economic development. Odetola (1999) had earlier stated that to promote self-employment is to encourage initiative and innovation, entrepreneurship promotion and developmental flexibility to economic activity and growth.

**ENTREPRENEURSHIP AND ENTREPRENEURS**

There are several researches and various theories underlying entrepreneurship concept and phenomenon. The theories transcend several disciplines including economics, psychology and sociology.

Entrepreneurship is the process of developing new venture successfully. It begins with an innovative idea and identification of opportunities. According to Bob Reiss (2000) entrepreneurship is the recognition and pursuit of opportunity without regard to one's currently control resources with the confidence and assurance of success, with the flexibility to change course as necessary and the will to rebound from setback. Entrepreneurship is actually a process of creating something new with value by devoting the necessary time and efforts, assuming the accompanying financial, psychological and social risks and receiving the monetary and personal independence.

Who is an entrepreneur? Literatures have it that the Entrepreneur has certain personal traits which influence his behavior (Gana 2001) it could also be seen as activities that involve initiation, organizing, an innovator, risk bearer, manager of uncertainty in production or services who performs in the process of entrepreneurship? The ownership of new enterprise. Entrepreneurs launch new venture. Entrepreneurs refer to those types of individuals who have innovative and creative mind as well as enthusiastic nature, they possess various types of qualities such as creative and innovative mind, hardworking, optimistic, positive attitudes, foresight, work independently, risk bearer, good manager, self-confident, build for the future, result oriented, persistent with higher initiative and they have vision and capability to create new ventures, are able to identify new business opportunity set own standard, committed, take and manage risk and take advantage for it. They are achievement oriented as well as action oriented, individually driven to seek new challenges and higher achievements.

Entrepreneurship is the process of looking for new possibilities: making use of new ways of doing things, being alert to new opportunities and overcoming old habits. It is a dynamic process that breaks out of the static constraints set by efficiency.

Although entrepreneurship is often associated with the founding of new firms in the business world, yet the phenomenon transcends the establishment of a new enterprise. The functional line manager in a big corporation or any business enterprises for that matter may be according to Ochonogor (2012) termed an entrepreneur, so long as he is a creative problem solver who somehow solves unexpected problems that arise by figuring out a new way of doing things.

It could be correctly asserted that entrepreneurs are not necessarily investors, though investors may assume entrepreneurial roles. Entrepreneurs are more appropriately considered as innovators who combine factors of production in new and more efficient ways or adapt new production techniques from large stock of available proven technologies. Entrepreneurs have the intuitive ability to predict future business outcomes, which will eventually turn out to be true in reality. They have the ability to perceive and assess business opportunities, gather the necessary resources to take business opportunities, gather the necessary resources to take advantage of them and initiate appropriate actions to ensure success.

According to Nwachukwu (in Nwaru 1999) any person who runs a business is an entrepreneur. Thus, to Nwaru, the man who owns a bookshop, restaurant, manufactures nails, publishes books, prints, or is a wholesale trader or retailer, is an entrepreneur. In a more clear language, anyone who creates a business, establishes it, and nurses it to growth and profitability or takes over existing business and continues to build and innovate on it, or a man who runs a franchise, qualifies as an entrepreneur.

The term was later expanded and several attempts have been made to define and conceptualize the entrepreneur. Definitions may be classified into two broad groups: firstly, the economic and, secondly, the psychological and sociological. The 18th century economist Adam Smith viewed an entrepreneur as no more than a provider of capital. Another writer, J.B. Say not long after, provided perhaps the best known economic definition of the entrepreneur, as an agent for combining land, labour and capital. The special role of the entrepreneur was highlighted by J.A. Schumpeter, who, writing in 1934, introduced the concept of the entrepreneur as the creator of "new combinations", bringing about change. Schumpeter also considered the psyche of the entrepreneur, and suggested that entrepreneurs are motivated primarily by three possibilities: the dream and will to found a private "kingdom", the will to conquer and the joy of creating, and not mainly by economic reward. He says that they view such financial gain as they may reap as a measure of their success.

Various attempts have followed Schumpeter's work to explain entrepreneurial behaviour in both psychological and sociological terms. These include Max Weber (1965), who offered one of the first non-economic explanations of economic behavior.

An important and influential view of the psychological process leading to entrepreneurship was presented by David McClelland (1961) who rejected the idea that economic development was mainly caused by exogenous factors such as material resources, race and climate. Rather, he saw economic growth resulting from the activities of individuals. The importance of McClelland's work is the introduction of a further link between the individual and economic growth in the form of a psychological motive - the need to achieve. McClelland's hypothesis, which he later tested, was simple: a high need for achievement would cause individuals to behave in an entrepreneurial way and thus increase economic development.

While McClelland's work has been recognized as comprehensive and well researched with a contribution to make to policy development, criticisms have been made concerning the validity of the methods employed and the presumed link between the need for achievement and entrepreneurship. In spite of the criticism, however, the need for achievement motivation has been often accepted as necessary and sometimes even sufficient for entrepreneurial activity.

The literature review provided a broad area and clear indication of needs for real investigation on the direct impact of human resource development on the operational performance of entrepreneurs and their contributions to economic growth and development. The study also observed that entrepreneurship development can contribute immensely to a nation's economic growth and that it is a major key to self-employment and sustainable economic development and viability.

**RESEARCH METHODOLOGY**

The study investigated and examined the possible impact of HRD on the operational performance of entrepreneurs in three states of Nigeria.

The research design adopted for this study is survey and documentary analysis. The survey research involves collection of data from existing records and findings of the opinion on the subjects through the use of structured questionnaire. Stratified sampling technique was used to select the respondents for the study. The instrument was validated and pilot-tested to ascertain the internal consistency using Cronbach Alpha. Data obtained were analyzed using mean one way analysis of variance, percentages and frequency count. The reliability coefficient of the questionnaire was 0.71.

The instrument used was personally developed and administered by the researcher with the assistance of some entrepreneurship students from JABU University. The instrument was validated by three experts from the field of Human Resource Development, Management Training and Education and Entrepreneurs of various categories.

**SUMMARY AND ANALYSIS OF FINDINGS**

**RESEARCH QUESTION**

What are the results, benefits or impact of Human Resource Development efforts?

**TABLE 1: RESPONDENTS MEAN SCORE IN RELATION TO ACHIEVING AND MAINTAINING GOOD OPERATIONAL PERFORMANCE**

i) Achieving and maintaining good operational performance	(ENT) N=130		(TR) N=125		(SU) N=131		Combined mean	Remarks
	Mean ENT	SD	Mean TR	SD	Mean SU	SD		
a) Increasing productivity	4.69	0.88	4.65	0.79	4.66	0.94	4.67	SA
b) Reducing wastage of materials	4.69	0.88	4.65	0.95	4.65	0.98	4.66	SA
c) Reducing damage to machine and tools	4.83	0.77	4.83	0.72	4.82	0.74	4.83	SA
d) Increasing profitability to organization	4.69	0.88	4.65	0.95	4.66	0.94	4.67	SA
e) Rectifying deteriorated situation	4.70	0.86	4.67	0.91	4.678	0.90	4.68	SA
f) Improving on existing situation	4.57	0.95	4.67	0.91	4.59	0.91	4.61	SA
g) Creating a total new situating	4.57	0.94	4.56	0.96	4.59	0.91	4.57	SA
h) Decreasing amount of supervision	4.58	0.91	4.56	0.96	4.60	0.86	4.59	SA

Data in Table 1 indicate the combined mean scores of the Entrepreneurs, Trainers, and Supervisors in relation to achieving and maintaining good performance. Data show that all the participants strongly agreed that HRD helps in achieving and maintaining good operational performance with a combined mean score of 4.83 increasing productivity  $\bar{x}$  = 4.66, increasing profitability  $\bar{x}$  4.67 improving on existing situation  $\bar{x}$  = 4.68 and decreasing amount of supervision.

**TABLE 2: RESPONDENTS MEAN SCORES IN RELATION TO DEVELOPING PEOPLE TO THEIR FULL POTENTIAL CAPACITY**

ii) Developing people to their full potential capacity	(ENT) N=130		(TR) N=125		(SU) N=131		Combined mean	Remarks
	Mean ENT	SD	Mean TR	SD	Mean SU	SD		
a. Improving quality of workmanship	4.58	0.90	4.56	0.92	4.60	0.91	4.59	SA
b. Reducing overhead cost of production	4.70	0.83	4.69	0.85	4.66	0.94	4.68	SA
c. Improving supervisory morale	4.56	0.97	4.55	0.98	4.58	0.93	4.56	SA
d. Improving the moral of the labour force	4.60	0.83	4.60	0.81	4.62	0.78	4.61	SA
e. Revealing the special talents in the employees	4.59	0.85	4.59	0.84	4.61	0.80	4.60	SA
f. Generating better working climate	4.71	0.80	4.65	0.95	0.69	0.85	4.68	SA
g. Generating consistent change in behavior of workers	4.70	0.84	4.67	0.91	4.64	1.10	4.67	SA
h. Reducing accident rates	4.59	0.87	4.56	0.96	4.60	0.86	4.58	SA

Data in table 2 indicate the combined mean scores of the Entrepreneurs, Trainers, and Supervisors in relation to developing peoples potential capacity. Data shows that the participants strongly agreed that HRD is a major instrument for developing people to their full potential capacity  $\bar{x}$  = 4.58 reducing overhead cost of production  $\bar{x}$  = 4.68, improving the morale of the labour force  $\bar{x}$  = 4.61, generating better working climate  $\bar{x}$  = 4.68 generating consistent change in behaviour of workers  $\bar{x}$  = 4.67, and reducing accident rates  $\bar{x}$  = 4.58.

**TABLE 3: RESPONDENTS MEAN SCORES ON THE RESULTS OF HR DEVELOPMENT IN RELATION TO FILLING VACANCIES ECONOMICALLY**

iii) Filling vacancies more economically	(ENT) N=130		(TR) N=125		(SU) N=131		Combined mean	Remarks
	Mean T	SD	Mean T	SD	Mean SU	SD		
a) Reducing or diminishing high labour turnover	4.10	1.26	4.10	1.27	4.10	1.27	4.10	A
b) Increasing versatility of employees	4.43	0.97	4.45	0.93	4.47	0.83	4.45	A
c) Developing resources of individual	4.26	1.21	4.46	1.22	4.25	1.26	4.26	A
d) Reducing excessively long learning times	4.24	1.25	4.25	1.25	4.24	1.25	4.24	A
e) Providing better working climate	4.24	1.25	4.39	1.09	4.40	1.07	4.34	A
f) Improving quality of workmanship	4.67	0.88	4.65	0.95	4.66	0.94	4.67	SA

Data in Table 3 indicate the combined mean scores of the Entrepreneurs, Trainers and Supervisors on the result of the HRD in relation to filling vacancies more economically. Data show that the participants considered and agreed that Human Resource Development activities has contributed in, reducing high labour Turn-over  $\bar{x}$  = 4.10, increasing versatility of employees  $\bar{x}$  = 4.45, developing resources of individual,  $\bar{x}$  = 4.26 reducing excessively long learning times  $\bar{x}$  4.24, providing better working climate  $\bar{x}$  = 4.34 and strongly agreed that HRD contributes to improving the quality of workmanship  $\bar{x}$  = 4.67.

**TABLE 4: RESPONDENTS MEAN SCORES IN RELATION TO COPING WITH CHANGES MORE EFFECTIVELY**

iv) Coping with changes more effectively	(ENT) N=130		(TR) N=125		(SU) N=131		Combined mean	Remarks
	Mean ENT	SD	Mean TR	SD	Mean SU	SD		
a) Coping with changes in products and production methods;	4.69	0.88	4.69	0.87	4.20	1.61	4.582	SA
b) Better utilization of machines and tools	4.69	0.88	4.65	0.95	4.67	0.93	4.67	SA
c) Coping with changes in manufacturing and technology	4.45	1.20	4.59	1.35	4.61	0.80	4.55	SA
d) Building up the right environment for increased productivity	4.70	0.86	4.66	0.93	4.67	0.93	4.67	SA
e) Creating the right environment for increased productivity	4.59	0.85	4.59	0.86	4.61	0.80	4.60	SA
f) Helping the firm to adapt change conditions	4.38	1.11	4.39	1.09	4.39	1.08	4.39	A
g) Increasing organization effectiveness and health	4.40	0.83	4.59	0.86	4.40	1.07	4.46	A
h) Bringing about a smooth transaction from a present known state of affairs of the organization to the organization that is envisage for the future	4.20	1.10	4.39	1.09	4.41	1.05	4.33	A
i) Coping with changes in labour market	4.59	0.85	4.39	1.09	4.91	0.80	4.53	SA
j) Developing new products	4.69	0.88	4.59	0.83	4.56	0.94	4.65	SA

ENT = Entrepreneurs (130), TR = Trainers (135), SU = Supervisor (131), SD = Standard Deviation, SA = Strongly Agree, A = Agree.

Data in Table 4 indicate the combined mean scores of the Entrepreneurs Trainers and Supervisors in relation to coping with changes in the study area. Data show that the participants strongly agreed that Human Resource Development enables entrepreneurs and employees to cope with changes in productivity and production methods  $\bar{x}$  = 4.52, cope with changes in manufacturing and technology  $\bar{x}$  = 4.55, build up the human resources in the organization  $\bar{x}$  = 4.67 and to create the right environment for increased productivity  $\bar{x}$  = 4.60. Participants also agreed that HRD activities help the entrepreneurs and employees to adapt to changing conditions  $\bar{x}$  = 4.39, to bring about a smooth transaction from a present known state of affairs of the organization to the organization that is envisaged for the

future,  $\bar{x} = 4.33$ . The participants strongly agreed that HRD activities enables entrepreneurs to cope with changes in labour market,  $\bar{x} = 4.33$  and develop new products  $\bar{x} = 4.65$ .

**TABLE 5: SUMMARY OF THE ANALYSIS OF VARIANCES OF THE RESPONSES OF ENTREPRENEURS TRAINERS, AND SUPERVISORS ON THE IMPACT (RESULTS) OF HRD HUMAN RESOURCE DEVELOPMENT**

Source of Variance	SS	df	ms	F	Level of Significance	remarks
Between group	0.003	2	0.0015	0.052	0.05	NS
Within groups	2.991	105	0.0284			
Total	2.994	107				

Data in table 5 shows the result of the analysis of variance ANOVA summary on data regarding the impact of Human Resource Development on the operational performance of Entrepreneurs in the Industries studied. The data showed that there is no significant difference between the test score results of the respondents on the impact of Human Resource Development in relation to operational performance in the study area with an F. ratio of 0.05. Since the calculated F-Ratio is less than the table value of 3.09 the null hypothesis is retained.

## DISCUSSIONS

### THE IMPACT OF HUMAN RESOURCE DEVELOPMENT (HRD)

All the respondents considered that HRD as implied by the study has made great impact on the operational performance of entrepreneurs in Nigeria. Indranli (2014) had earlier suggested that Human Resource Development (HRD) means developing or trapping hidden qualities in people in order to make them accomplish new functions leading to organizational and individual goals. Human resource development is concerned with the development and implementation of people strategies, which are integrated with corporate strategies, and ensures that the culture, values and structure of the organization, and the quality, motivation and commitment of its members contribute fully to the achievement of its goals. HRD is a set of systematic and planned activities designed by an organization to provide its members with the necessary skills to meet current and future job demands.

All respondents in this study considered that HRD helps in filling vacancies more economically coping with changes more effectively, achieving and maintaining good performance also help to developing people to their full potential capacity. Participant's indications in the survey analysis strongly point to the fact that HRD has made positive changes in the productivity of the organization.

It cannot be too strongly stressed that Human Resource Development however does not serve only the purpose of change; according to Bass and Barret (1981) it is also the means of maintaining standards and ensuring that those who are newly recruited to existing work and practice are able to maintain those standards-Analysis also affirm that HRD has contributed to a large extent in improving organization performance, providing increased production, improve quality of workmanship, increased profitability to company, increased versatility of the employee etc.

According to Indranil (2014) it is also a means of developing or trapping hidden qualities in people in order to make them accomplish new functions leading to organizational and individual goals. However a crucial factor in the success of this approach is that trainers (HRD practitioners) acquire more knowledge of organization development since according to Indranil, it is a process of increasing knowledge, skills, capabilities and Positive work attitude and value of people working at all levels in an organization. It constitutes the logical outcome of the argument that organization employees are its most valuable resource and must be regularly developed, trained and retrained.

Majority of all respondents considered that HRD provides increase productivity, high quality of output, decrease in rejects, low accident rate, low machine down time, low scrap rate etc. Generally, it would seem that there is wide acceptance in organization of respondents that HRD as being encourage by this study, is necessary for improved productivity, commitment on the part of management and better-trained work force for entrepreneurship development.

## CONCLUSION

According to Armstrong (2012) the essence of Human Resource Management is that employees are valued assets and that their value should be increased by a systematic and coherent approach to investing in their training and development. Resourcing is about providing the skills base needed by the organization. Human Resource Development is about enhancing and widening these skills by training, by helping' people to grow within the organization, and by enabling them to make better use of their skills and abilities.

The findings of this study have far reaching implications for those involved in Human Resource Development in general. It has for sometime become popular to refer to training and development as agent of change Kubr (1977). Rotter et al (1979), Diana Pheysc(1981), and Armstrong (2007). This study has shown that training does not serve only the purpose of change, for it is also the means of maintaining the smooth running of organization and that through HRD employees will have the necessary knowledge, attitude and skill for efficient and effective operational performance. This implies that the HRD practitioners can therefore improve their chances of success in entrepreneurship development by:

- Conducting entrepreneurship organization analysis that identifies the current situation, problems and forces that are possible causes of those problems or failures.

Further impact and benefits of Human Resource Development was earlier highlighted by Armstrong who claimed that investment in Human Resource Development could bring to an organization:

- A signal to the employees that management believes they are important.
- Motivation to acquire new skills and consequent rewards.
- Identification with company goals through better employee understanding.
- Job enrichment through training and the acquisition of new skills.

According to Adegeye (2015) the experiences of developed economies in relation to the roles and inputs of entrepreneurship ventures buttresses the fact that the importance of entrepreneurship cannot be overemphasized especially among the developing countries.

With regards to operational performance of entrepreneurs, the study has shown that HRD has brought change and development to entrepreneurship activities as well as to individual entrepreneurs within industries to maintain the smooth running of entrepreneurship activities and hence increase operational performance and increase productivity.

This study sees an entrepreneur as an important agent of innovation growth and technical progress for a nation's economic viability. The study also shows that most respondents are of the view that HRD in entrepreneurship impacts positively on economic development and that the idea that entrepreneurship and economic growth are positively linked has undoubtedly been made since the early works of Schumpeter. However, with the increasing number of higher institutions, including entrepreneurial courses in the student's syllabus, Entrepreneurship undoubtedly will continue to develop and grow nationwide.

However, operational performance, productivity and efficiency in entrepreneurship and industrial concern, are dependent on several inter-related factors. Human Resource Development is one of several important determinants.

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