STRATEGIC HUMAN RESOURCE DEVELOPMENT AND ENTREPRENEURIAL SUSTAINABILITY IN NIGERIA

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Abstract
The process in which opportunities are ceased, exploited and harnessed into transformable products and services for societal/economic transformation which translates into wealth acquisition is a vital aspect of entrepreneurial operations requiring the service of an equipped human resource force to drive and sustain. This study examined the effect of strategic human resource development on entrepreneurial sustainability. Four relevant hypotheses were formulated. The study is based on data collected from PZ plc. Lagos, Nigeria. Research questionnaire was administered to a sample size of 230. Data collected were analyzed using Pearson correlation and regression analysis. Findings show that entrepreneurial technological training has effect on customer patronage, employees’ interpersonal training has effect on sales volume and entrepreneurial cross cultural training has significant effect on product quality. Based on the findings, it is recommended that organizations should appreciate strategic human resource training and development policies of their enterprise as an asset that should be taken earnestly, on it lies the bulk of wealth that comes into the enterprise.

Keywords: Human resource, training, development, entrepreneurship

Introduction
Synergistic entrepreneurial activities are economic bullets that make for total transformation in any nation when pursued strategically with a mission. Many a times entrepreneurs set up enterprises without proper planning for the human factor on whose wings the outfit thrive. Employees are vital to the accomplishment of any enterprise and if they are not well trained and developed for specific tasks it hinders the timely achievement of organisational objectives and goals.

By strategic human resource training and development, we mean consistent schooling, grooming and repositioning of employees according to specific needs and demands of the enterprise. Continuous teaching and grooming of the human factor in enterprises mentally, socially and physically becomes crucial for the facilitation of organisational success in terms of productivity and overall
performance. Effective human training is pivotal to economic resourcefulness. One challenge that has continually stared this nation is the need for suitable and active labour force/manpower to successfully manage our resources which is evident in the level of underutilization and inefficiencies that trail the economy today. This is vivid at the national level due to its absence at the grass root level.

When this is critically amended at the small business unit it will eventually transcend into the larger society. The desire for huge profit outlay has crumbled the essentiality of manpower training and development in many organisations. The missing link is that they see the expense of training as waste rather than investments for future dividends. Consistent teaching and grooming of employees is a vigorous procedure that alters philosophies, attitudes and conduct of individuals for the embracement of new technologies, techniques to match the constant changing business environments and its resultant challenges. The business cycle is ever evolving with new ideologies, knowledge, concepts, management techniques and governance; as a result, employees’ abilities, experiences and skills must be in constant upgrade with the market place demands.

Entrepreneurial ventures are established for specific purposes and enlistment of personnel with required competences and know-hows are farfetched therefore it becomes paramount for entrepreneurs to provide adequate training for prospective workers and also consistently for the workforce for relevance and survival in the market place as the nature of the business environment is highly dynamicBirdi et al., (2008) . The spread of globalisation and its effects has posed a compulsion for entrepreneurs as well as employees in the enterprise to learn new languages and differs cultures to address the issue of diversity. Diversity as it relates to the business environment causes cohesiveness among numerous customers around the world. The human nature is dynamic hence, the need to be current and relevant in all circles of entrepreneurial staff development is strategic, in order to keep track with current happenings and approaches within and without the entrepreneurial cycle Rauch and Frese, (2012). To this effect, the study broadly aimed to determine the placement of strategic human resource development on entrepreneurial sustainability. It seeks to provide solutions to the following specific concerns: how has strategic training programmes improved the performance of employees to the realization of entrepreneurial objectives and goals, secondly to what extent has employees technological training increased customers Patronage more so, what effect can entrepreneurial interpersonal training and development have on enterprise
profitability as it relates to sales volume and how does strategic entrepreneurial health and fitness training and development affect employees turnover and also to find out the extent to which entrepreneurial cross-cultural training and development improve the quality of entrepreneurial products and services.

Review of literature

Manpower training and development are often used interchangeably, even though they have somewhat different connotations. In the narrow sense, training refers to the ways in which specific knowledge and skills necessary to perform a specific job are taught, Crawford, (1984); Nkogbu, (2015). Development implies a parallel process in which people acquire more general abilities and information, but in ways that cannot always be tied directly to a particular task they perform. Thus, to sharpen the distinction between the two term, some experts refer to training as “manpower training” and development as “management development” or executive development. While employee training refers to training given to employees in the areas of operations, technical and allied areas, management development refers to developing an employee in the areas of principles and techniques of management, administration, organization-allied areas. Other terms sometimes used instead of training and development includes “employee development”, “manpower development”, or “education and training”. Training and development activities are integral and important aspects of human resource management. Such activities make it possible to adjust as well as enhance skills of the workforce, ranging from the lowest to the highest set of employees. No organization can for long ignore the training and development needs of its workforce without seriously impairing productive efficiency McClean & Collins, (2011).

Manpower training refers to a planned effort by an organization to facilitate employees’ learning of job related competencies. These competencies include knowledge, skills and behaviour that are critical for necessary job performance. The goal of manpower training is for employees to master the knowledge, skills and behaviours necessary to carry out their daily activities in the organization so as to ensure productivity. Recently, it has been acknowledged that to gain competitive advantage training as to be seen as a way of creating intellectual capitals caudron, (1998); Gupta and McDaniel, (2002). Intellectual capital refers or includes basic skills like skills needed to perform one’s job advance skills such as how to use technology to share information with other employees, an understanding of customer or manufacturing system and self-motivated creativity
traditionally, most of the emphasis on training as been on the at the basic and advanced skill levels. But the present modern job now requires extensive use of knowledge which require employees to share knowledge and creatively use it to modify product or serve the customers as well as to understand the service or customer development system Salaman, Storey & Billsberry, (2005); Allen, Ericksen & Collins, (2013).

As stated by Folayan (1998); Akinyele, (2007) and Onwumere & Okoro, (2012), it has been well documented in the literature by human resources experts that skills and knowledge generated through formal schooling and even through on-the-job training may waste without stimulation extension and enrichment provided by continuous training activities, retraining, in-service training etc. thus, with the continuous acceleration of technological changes such as development in computers, automation, information systems, and the likes. Many jobs modernized several times over Nkogbu, (2015). These will create several challenges that will confront employee development within the next 10 -15 years. With the growing globalization of the world economy, Nigerian enterprises will have no choice but devote more resources to strategic manpower training and development if they are not to become “weak citizens” of the global village. Also, with deregulation, competition and openness becoming worldwide economic characteristics, the future belongs to organizations that are innovative, enterprising and forward looking McClean & Collins, (2011). Since Nigerian organizations do not want to be left behind, they would have to get involved with research and development activities which can only be promoted primarily through Strategic manpower training and development Collins, Allen & Snell, (2005).

For firms to attain entrepreneurial sustainability there must be strategic development of the human resource who is the driver of the enterprise activities. Entrepreneurial Strategic human resource development has to do with the continuous and consistent entrepreneurial training for competence acquisition. For the entrepreneur, there are several competencies that must be acquired; management, planning and budgeting, and marketing/selling Huck and McEwen (1991); Wasilczuk, (2000); Li, (2009). For Chandler and Jansen (1992); Anna et al., (2000) it is the ability to recognize and envision taking advantage of opportunity to start an enterprise, see it grow to fruition and also the willingness and capacity to generate intense effort for long, hard hours. Baum et al. (2001); Baum & Locke, (2004); Baum, Frese & Baron, (2014) distinguishes between specific
competency and general competencyLi, (2009).

Specific competency consists of industry skills and technical skills, while general competency includes organization skills and opportunity recognition skills. Priyanto, (2012) decompose entrepreneurial competency into four dimensions: management skills, industry skills, opportunity skills and technical skills. On the other hand, Mitchelmore & Rowley, (2010) posit that entrepreneurial competencies are higher-level characteristics encompassing personality traits, skills and knowledge, which can be seen as the total ability of the entrepreneur to perform a job successfully. Six major competency areas are identified in their work: (1) opportunity, (2) organizing, (3) strategic, (4) relationship, (5) commitment, and (6) conceptual competencies. Opportunity connected competency according to Smart & Conant, (2011) reveals the level of success of entrepreneurs. It is a distinctive feature. Chandler and Jansen (1992) submit that one of the most important entrepreneurial functions is the ability to recognize and predict taking advantage of opportunities. This category of competencies comprises of the entrepreneurial activities in spotting opportunities, actively seeking new opportunities, and developing the opportunities. McClelland (1987); Smart & Conant, (2011) argue that efficiency orientation, concern for high quality of work and monitoring are necessary competencies in running several practical areas in an enterprise so as to keep the venture functioning proficiently. Chandler and Jansen (1992) also proposed the importance of decision-making aspects of an entrepreneur in human capabilityLi, (2009). Comprehensively, organizing competencies are similar to the managerial competencies identified in the literature Boyatzis, Goleman & Rhee, (2000). This group of competencies calls for the ability to lead, control, monitor, organize, and develop the external and internal resources towards the firm’s capabilities through the entrepreneur’s organizing competencies in different areasLi, (2009). Being the owner of the firm, the entrepreneur must set the direction for the whole company. This category of competencies requires the entrepreneur to have a vision or a big picture in their mind for their business, to have clear goals to achieve, or to formulate and implement strategies to achieve these vision and goals, for instance, McClelland’s (1987) systematic planning, and Man & Lau, (2005).

Strategic planning competencies in essence, are related to setting, evaluating and implementing the strategies of the firm, while calling for abilities and skills from a broader and long-term perspectiveLi, (2009). The relationship competencies relates to person-to-person or
individual-to-group based interactions, e.g., building a context of cooperation and trust, using contacts and connections, persuasive ability, communication and interpersonal skill (Man et al., 2002). To successfully achieve these, the entrepreneur needs to possess competencies in relationship building, communication, persuasive and interpersonal abilities (McClelland, 1987; Man & Lau, 2005). Shinnar, Giacomin & Janssen, (2012) described this relationship building activities as entrepreneurial bonding, which includes not only the creation of relationship, but also the restructuring of relationships as the company grows or a partnership is dissolved. Evidence suggests that small firms in particular are critically dependent on their networks, because it is through these that they gain advice and support from professionals and experts such as lawyers, accountants, and consultants (Ramsden and Bennett, 2005), government bodies, research and training institutes, and even suppliers and customers (Walter, Auer & Ritter, 2006). Commitment Competencies are seen in diligent entrepreneurs with restless attitudes to their work. In other words, they have a strong competency in totally committing, determining and dedicating, as well as taking proactive actions towards their responsibilities and duties (Li, 2009). This corresponds to the entrepreneurial role of the drive to see firm through to fruition applied by Chandler and Jansen (1992). Another aspect of this competency area is the initiative or proactive orientation, which calls for the entrepreneurs taking actions before being asked or forced to by events (McClelland, 1987).

According to Li, (2009), the Conceptual Competencies symbolize a group of competencies that are not simply identified but are normally considered to be imperative for entrepreneurial success. In it lies the ability in making cognitive and analytical thinking, learning, decision making and problem solving, sustaining temporal tension, innovating and in coping with uncertainty and risk (McClelland, 1987; Shinnar, Giacomin & Janssen, 2012). They have a stronger linkage with entrepreneurial traits and are less directly observable. They involve high level of conceptual activities and are reflected in the entrepreneur’s behaviours when they conduct analysis, learn, make decisions and solve problems etc. They may also enhance the effectiveness of carrying a task in the present or in the future. Similar to strategic competencies, conceptual competencies require a more abstract level of abilities. However, unlike strategic competencies, conceptual competencies are concerned with a shorter-term perspective, resolving instant events, or requiring intuitive responses (Man et al., 2002). At the instance these competencies are fully inculcated into the work force of any enterprise, performance will not be farfetched from such an enterprise (Lans, Hulsink, Baert & Mulder, 2008; Li, 2009).
Research methodology
The descriptive survey method of Research was employed for this study using majorly primary data with the aid of administered questionnaires to the sample size of choice. The study population comprised the staff and management personnel of PZ Nigeria Ltd in Lagos State. The sample size was 230 based on the Yard’s formula. The simple random sampling technique was employed in distributing the instrument. Each questionnaire contained 25 items directed towards the impact of strategic manpower training and development on entrepreneurial sustainability. To ensure adequate return of the questionnaires, two trained research assistants were engaged. Out of the 230 copies administered, 190 were retrieved for analysis which represented over 90% of the total. Data were analysed using Pearson correlation coefficient to examine hypotheses one to three and hypothesis four was analysed using the linear regression. The cronbach alpha test if internal consistency was carried out to test the reliability and credibility of the instrument and the value was specifically \( r = 0.86 \) and it’s within the acceptable range.

Hypotheses testing
Hypothesis one
Ho; there is no significant relationship between entrepreneurial technological training and Customer Patronage
H1; There is significant relationship between entrepreneurial technological training and Customer Patronage
Table 1: Analysis of hypothesis 1 using correlations

<table>
<thead>
<tr>
<th></th>
<th>There is regular Manpower training and development in order to boost Technological know how.</th>
<th>There is relative Increase in manpower patronage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Correlation</td>
<td>1</td>
<td>.238</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.001</td>
<td>.001</td>
</tr>
<tr>
<td>N</td>
<td>190</td>
<td>190</td>
</tr>
</tbody>
</table>

There is regular Pearson Manpower training Correlation and development in order to boost technological know how.

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

Coefficient of determination (C.O.D)
The coefficient of determination is obtained using formula $\text{C.O.D} = r^2 \times 100\%$
Where $r$ = Pearson Correlation
Thus;
$\text{C.O.D} = (0.238)^2 \times 100\%$
$\text{C.O.D} = 0.056644 \times 100\%$
$\text{C.O.D} = 5.66\%$
The Pearson correlation of $r = 0.238$ therefore implies 5.66 % shared variance between entrepreneurial technological training and customer patronage. The relationship between the variables (technological training and customer patronage.) was investigated using Pearson correlation coefficient. The results from table above show that there is a significant positive correlation of (0.238) between both variables ($r = 0.238, p < 0.05, n = 190$) at 0.001 level of significance. It shows that there is a significant relationship between the two statements. Therefore, the null hypothesis ($H_0$) is rejected which implies that there is a relationship between entrepreneurial...
technological training and entrepreneurial technology must be strategically updated to fit the dynamic nature of the market place.

Hypothesis two

$H_0$: There is no significant relationship between Health and fitness training and employee welfare

$H_1$: There is significant relationship between Health and fitness training and employee welfare

Table 2: Analysis of hypothesis II using correlations

<table>
<thead>
<tr>
<th></th>
<th>Correlation</th>
<th>Sig. (2-tailed)</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is regular training on health and fitness of employees.</td>
<td>1</td>
<td>.151*</td>
<td>190</td>
</tr>
<tr>
<td>Manpower training increases the worth of employees.</td>
<td>.151*</td>
<td>1</td>
<td>190</td>
</tr>
</tbody>
</table>

*. Correlation is significant at the 0.05 level (2-tailed).

The relationship between Health and fitness training and employee welfare was investigated using Pearson correlation coefficient. There is a positive correlation between the two variables ($r = 0.151$, $p < 0.05$, $n = 190$).

Decision: observing the two-tailed test there is a significant relationship ($0.037$) between the two statements. Therefore, the null hypothesis ($H_0$) is rejected which implies that there is a relationship between Health and fitness training and employee welfare. For the enterprise to attain productivity and remain relevant, employees’ health and fitness training must be strategically developed as they are the drivers for attaining entrepreneurial sustainability.

Hypothesis three

$H_0$: there is no significant relationship between entrepreneurial interpersonal training and development and enterprise profitability
There is significant relationship between entrepreneurial interpersonal training and development and enterprise profitability (sales volume).

Table 3: Analysis of hypothesis III using correlations

<table>
<thead>
<tr>
<th>There is regular interpersonal training in our organization.</th>
<th>Pearson Correlation</th>
<th>Sig. (2-tailed)</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is relative increase in our sales volume.</td>
<td>1</td>
<td>.271**</td>
</tr>
</tbody>
</table>

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

The relationship between entrepreneurial interpersonal training and development and enterprise profitability (sales volume) was investigated using Pearson correlation coefficient. There is a positive correlation between the two variables ($r = 0.271$, $p < 0.05$, $n = 190$).

Decision: observing the two-tailed test there is a significant relationship 0.0001 between the two statements Therefore, the null hypothesis ($H_0$) is rejected which implies that there is a relationship between entrepreneurial interpersonal training and development and enterprise sales volume. For the enterprise to boost profitability in terms of increase in sales volume, there should be continuous and consistent interpersonal training and development programme for the workforce to strategically enhance enterprise sales.

Hypothesis four

$H_0$: Entrepreneurial cross cultural training does not have significant effect on the quality of products

$H_1$: Entrepreneurial cross cultural training has significant effect on quality of products.
Table 4: Regression analysis on the effect of entrepreneurial cross cultural training on the quality of products

<table>
<thead>
<tr>
<th>Coefficients</th>
<th>Unstandardized</th>
<th>Standardized</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model</td>
<td>Coefficients</td>
<td>Coefficients</td>
</tr>
<tr>
<td>Std. B</td>
<td>Error Beta</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>1.20 0.109</td>
<td>11.04 .000</td>
</tr>
<tr>
<td>Employees are often exposed to cross-cultural training.</td>
<td>0.186 0.048</td>
<td>3.868 .000</td>
</tr>
</tbody>
</table>

R = .272  
R² = .074  
Adj. R² = .069  
F = 14.9  
Overall Sig. = .000

(*p < 0.01)  
** p < 0.05)  
*** p < 0.1)

The result in table 4 shows that the independent variable (entrepreneurial cross cultural training) contributes significantly to the perceived quality of product with a co-efficient of regression (R) of 0.272 and an adjusted R² of 0.074 which implies that 7.4 per cent of the total variance in product quality is accounted for by the entrepreneurial cross cultural training. The table also indicates that the analysis of variance of the regression data produced an F-ratio value of significant at 0.05 level (F=14.961; p < 0.05) which therefore holds that entrepreneurial cross cultural training has significant effects on the quality of product.
Conclusion
The research has been able to achieve the objectives it set out to achieve. The importance of strategic manpower training and development cannot be overemphasized. There is need for organizations to invest its resources on the training of its employees. The organizations will eventually reap the rewards of these investments through customer patronage, quality product and sales volume. Updating and modification of employees’ skills and experience must keep up with the development in the global market. It is often said that a lot of changes have taken place both in knowledge, ideology, concept and management techniques and governance so much that there is no day that passes by, without a single change unnoticeable under the sun. As globalization continues to spread around the continents, it has become compulsory for individuals as well as employees in an organization to learn languages and cultures in order to aid diversity. Since diversity can lead to cohesiveness with various clients or customers around the globe.

From the first hypothesis tested, the result revealed that there is significant relationship between technological training and customer patronage. The implication is that employees need to be exposed to the necessary technological know-how. The result of the second hypothesis revealed that health and physical fitness of the employees are significantly related to employee welfare. This study has been able to validate the notion that physical fitness is a non-monetary form of boosting employees’ welfare. The result of the third hypothesis which was about the relationship between interpersonal training and sales volume reveals that significant relationship exist between the two variables. The implication of that result is that interpersonal training leads to work efficiency thereby leading to increase in production output which will eventually be sold. The fourth hypothesis revealed that cross cultural training has significant effect on product quality. There is possibility that cross cultural training will reduce conflict and will lead to cohesion among the employees in the production of quality products.

Recommendations
From the findings above, the research objectives of this study have been achieved and then the following recommendations are made as follows:

Organizations are encouraged to expose their employees to regular technological training and this will have effect on the delivery of their services to the customers. Organizations should make gyms facilities available for its employees and relevant training that promotes Health and fitness of the study should be done regularly.

There is need for regular training that will enable employees to acquire appropriate interpersonal skills. These skills will promote team spirit among the employees and also Organizations that have employees with culturally diversified background should ensure that cross cultural training is done regularly. The area of the present research work is inexhaustible the researcher has made commendable effort to investigate the influence of strategic human resource development and entrepreneurial sustainability. However, there are other areas that are beyond this research work and other researchers can take explore these areas of study. Other researchers could use interview method rather than the use of questionnaire as done in this study, the influence of manpower.
training on workers’ effectiveness and efficiency could be explored and also the extent to which the electronic manpower training is practiced in Nigeria could also be examined.

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