

Impact of Strategic Human Resources Management on Organisational Performance in Yobe State.

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ABSTRACT

Even though the strategic human resource management on organizational performance in Yobe state have been underperforming. However, the study examines Examine the effect of human resources training on performance in Yobe state and of human resources development on performance in Yobe state, Nigeria. A sample of 263 restarted enterprise was arrived at using Taro Yamane formular using the population of 772. The study adopted the stratified sampling technique to select employees from each small and medium scale enterprise in Yobe state. This ensured representativeness as all enterprise were represented among the respondents. Primary data was collected using structured questionnaire from the respondents and analyzed using multiple regression analysis. The study reveal that Human resources training has no significant effect on performance in Yobe state Nigeria; likewise Human resources development has no significant effect on performance in Yobe. The study recommends that All employee of the organization should be given effective and efficient training and development activities to sharpen the skills and knowledge of employee of the business organization and Human resources training and development should be adopted in our business concern in a big way because these employees even when they are the right people at the job need to be updated and modifies considering our dynamic environment.

Key word: Human Resources, Management, Organizational performances.

INTRODUCTION

Contemporary organizations are constantly confronting pressures to improve service and productivity. The precariousness of the external working environment and the rapid rate of technological change increasingly demand innovative means of improving business performance and securing competitive advantage. People are the recognized prime determinants of competitive advantage and the need for effective manpower management has become more important than ever before.

The task of effective human resource management in 21st century organizations has gone beyond just the human resource (HR) unit of the organization alone. The responsibility for exploring the potentials of the people in an organization for maximum performance is now shared between senior managers, HR professionals and line managers. However, the challenges facing today's organization provides an ideal occasion for the diverse HR practices to prove its ability to contribute towards corporate performance.

Human Resources Management (HRM) plays a crucial role in organizational success as it focuses on managing and developing the organization's most asset, its people. Strategic HRM (SHRM) takes HRM a

step further by aligning HR activities with the overall goals and strategies of the organization to enhance performance and achieve a competitive advantage. This study specifically examines the impact of SHRM practices on organizational performance in Yobe State, Nigeria.

Yobe State is characterized by unique challenges such as insurgency, poverty, and limited resources. Organizations operating in this context require effective HRM strategies to attract, retain, and motivate talented individuals, ultimately driving performance and success (Akhtar, 2019)

The justification for conducting this study lies in the limited research available on the impact of SHRM practices in the specific context of Yobe State. Despite the growing importance of SHRM, empirical research focusing on this region is scarce. By filling this research gap, the study aims to provide valuable insights and contribute to the existing body of knowledge.

The specific context of Yobe State necessitates examining how SHRM practices adapt and influence organizational performance in challenging environments. By studying the impact of SHRM practices in this context, the findings can inform policymakers and organizational leaders in developing effective HR strategies tailored to the specific challenges and opportunities of Yobe State (Nwachukwu, 2016)

The study adopts a conceptual framework that draws upon the Resource-Based View (RBV) and the Strategic Human Resource Management (SHRM) perspective. The RBV emphasizes that organizations can achieve a competitive advantage through valuable, rare, inimitable, and non-substitutable resources (Barney, 1991) Human capital is recognized as a crucial resource, and effective HRM practices can enhance its value and contribution to organizational performance. SHRM, on the other hand, emphasizes the alignment of HR practices with organizational strategy to attract, develop, and retain competent employees, ultimately leading to improved performance (Armstrong, 2012)

The study will focus on key SHRM practices that are considered to have a significant impact on organizational performance. These practices include recruitment and selection, training and development, performance management, compensation and benefits, and employee engagement. By investigating the implementation and effectiveness of these practices in organizations operating in Yobe State, the study aims to understand their influence on organizational performance (Noe, 2014)

To measure organizational performance, the study will utilize various indicators, including financial performance (profitability, ROI, revenue growth), operational performance (efficiency, productivity, quality of service), and employee performance (engagement, satisfaction, turnover rate). Collecting data on these performance measures will enable a comprehensive analysis of the impact of SHRM practices on organizational success in Yobe State (Armstrong, 2012)

In summary, this study aims to explore the impact of SHRM practices on organizational performance in the unique context of Yobe State, Nigeria. By examining key SHRM practices and measuring various performance indicators, the study seeks to provide valuable insights for organizations and policymakers in developing effective HR strategies for success in challenging environments (WorldatWork, 2023)

STATEMENT OF THE PROBLEM

The major focus of intensive research work in recent times is to ascertain the level of organizational performance. The paramount concern of every organization is to know how best to implement its policies and programs and accomplishes its strategic intent in terms of its mission and vision. Managers and administrators in both private and public sector organization have become aware that a critical source of competitive advantage is having an appropriate system of attracting and managing the organizations: human resources best public relations strategy or state-of-the art technology. Despite the existing studies in Nigeria

on HR since the late 1990s, there is very little solid evidence on the ways in which various types of HRM strategies and practices are shaped in practice in Nigerian and how their synergistic effects can impact on the attainment of set goals and objectives. Prior studies (see, Jules et al., 2001, Adeyeye, 2009 and Oladipo & Abdulkadir 2010; Raduan, Jegak, Haslinda and Alimin, 2009; Vartikkaindermun (2014), Luftimcania (2001), Corina, ilieş and Roxana (2010), and Yousif El-Ghalayini (2017) have generally addressed the relationship between HR practices and performance in some selected public organizations, there is still a dearth of empirical studies that will explain impact human resource on performance in the context of North east Nigeria. To this effect, the study attempts to empirically analyze how the HR practices affects performance in Yobe state, Nigeria. This study is there fore guided by the following objectives:

1. Examine the effect of human resources training on performance in Yobe state, Nigeria.
2. Examine the effect of human resources development on performance in Yobe state, Nigeria.

Statement of Hypothesis

H₀₁: Human resources training has no significant effect on performance in Yobe state Nigeria.

H₀₂: Human resources development has no significant effect on performance in Yobe state, Nigeria.

LITERATURE REVIEW

Concept of Human Resource Management

According to Susan (2005), Human resource management is the function within an organization that focuses on recruitment of, management of and providing direction for the people who work in the organization. Human Resource management can also be performed by line manager. Human resource management is the organizational function that deals with issues related to people such as compensation, hiring, performance management, organization development, safety, wellness, benefits, employee motivation, communication, administration, and training. Chew, (2004). Human resource management is also strategic and comprehensive approach to managing people and the workplace, culture, and environment.

Human Resource Management is the process of getting, training, assessing, and compensating employees, and maintaining labor relations, health and safety, and fairness concerns (Lee & Bruvold 2003). In a related fashion, Mondy, (2005) placed that “Human Resource Management is the utilization of individuals to achieve organizational objectives.” Similarly, (2007) argued Human Resource Management refers to the policies, practices, and systems that influence employees’ behavior, attitudes, and performance.

Effective Human Resources Management

According to Dirk (2010), an effective human resource management involve maintaining and improving all aspects of a company’s practices that affect its employee from the day of his recruitment to the day that he leaves the company.

- a. Hiring: – Human Resource manager must devise the most efficient and cost-effective means of advertising and recruit for vacant positions in the company. Human resource management team must devise and implement the selection procedures undertaken to choose the most suitable candidates.
- b. Firing: – The Human resource manager must ensure consistency of procedure regarding dismissed. Not only must he abide by government regulation regarding the right to appeal and to compensation, but he must also follow correct procedure to protect the company prosecution for unfair dismissed.
- c. Review: – The Human Resource management team will devise and oversee a comprehensive review program applicable to all members of staff. This process will provide a platform both for

management to assess the performance of the employee and for the employee to raise questions and concern that she may have. The review process may result in extra training, a salary or bonus review or occasionally, a disciplinary procedure.

- d. Welfare: – The HR manager is responsible for ensuring their general wellbeing during their time with the company. They must keep staff members up to date on current health and safety procedures, as well as ensure that payroll will, and benefit payment are processed and policies concerning them are kept current.

Concept of Organizational effectiveness

Distinctive human resource practices shape the core competencies that determine how firms compete, Cappelli and Crocker-Hefter, (2006). Extensive research has shown that such practices can make a significant impact on firm performance. (HRM) strategies aim to support programmed for improving organizational effectiveness by developing policies in such areas as knowledge management, talent management and generally creating ‘a great place to work’. This is the ‘big idea’ as described by Purcell (2003), which consists of a ‘clear vision and a set of integrated values. More specifically, Human Resource strategies can be concerned with the development of continuous improvement and customer relations policies.

Concept of Human capital management

The human capital of an organization consists of the people who work there and on whom the success of the business depends.

Tzafrir (2005) sees Human capital as representing the human factor in the organization; the combined intelligence, skills and expertise that give the organization its distinctive character. The human elements of the organization are those that are capable of learning, changing, innovating and providing the creative thrust which if properly motivated can ensure the long-term survival of the organization.

Human capital can be regarded as the prime asset of an organization and businesses need to invest in that asset to ensure their survival and growth. Human resource management (HRM) aims to ensure that the organization obtains and retains the skilled, committed, and well-motivated workforce it needs. This means taking steps to assess and satisfy future people needs and to enhance and develop the inherent capacities of people – their contributions, potential and employability – by providing learning and continuous development opportunities. It involves the operation of ‘rigorous recruitment and selection procedures, performance-contingent incentive compensation systems, and management development and training activities linked to the needs of the business’ Budhwar, (2000). It also means engaging in talent management – the process of acquiring and nurturing talent, wherever it is and wherever it is needed, by using several interdependent Human Resource Management policies and practices in the fields of resourcing, learning and development, performance management and succession planning.

Human Resources Training and Development

Human resources are unique because they are the only active factor of production that combines other production inputs to obtain the desired outputs; hence they need to be developed through properly articulated Human Resource Development policies and procedures. Thus, Human Resource Development is the integrated use of training and development, organizational development, and career development to improve individual, group, and organizational effectiveness. Swanson (2005) defined it as a process of developing and/or unleashing human expertise through organization development (OD) and personnel training and development (T&D) for the purpose of improving performance. It is also viewed as the process

of acquiring and increasing the number of persons who have education, skills and experience which are critical for economic and social development. The three key activities involved in Human Resource Development include: training, education, and development (Nadler and Nadler, 2012).

Review of Empirical Literature

Many studies have been carried out in the recent past on the relationship between human resource management (HRM) practices and organizational performance. The result established a wider agreement that human resource management practices improve company performance by increasing employee skills and abilities, promoting positive attitudes, and increasing motivation; and providing employees with expanded responsibilities so that they can make full use of their skills and abilities (Gerhart, Wright, McMahan, and Snell 2000).

Sparrow, Brewster, and Harris (2004) investigated the relationship between six HRM practices and firm level performance in India. 359 firms were drawn from firms listed in the Centre for Monitoring India Economy (CMIE) database. Of these 359 firms, 82 responded positively to the survey. Using regression and correlation analysis to analyze the data, findings indicate that there is a significant relationship between the two HR practices, namely, training and compensation, and perceived organizational and market performance.

Katou (2009), in his study investigated the pathways leading from Human Resources Development (HRD) to organizational performance by using structural equation modeling. He employs data from organizations operating in the Greek manufacturing sector and the results indicate a positive impact of Human Resource Development to organizational performance. This according to him is mediated through skills, attitudes and behaviors and moderated by resourcing organizational context and other contingencies.

Katou (2009) in his study examined the mechanisms through which Human Resource Development leads to organizational performance using Structural Equation Model (SEM). The analytical tool was specifically used to test a research framework that is constituted by a set of causal relationships between organizations and other contingencies such as resourcing and Human Resource Development, skills, attitudes and behaviors and organization performance. Data used for the study were gathered from organizations in the manufacturing sector of Greece. His findings show that Human Resource Development have positive impact on organizational performance and the impact is serially mediated through skills, attitudes and behaviors and moderated by resourcing organizational context and other contingencies. The study does not only support that Human Resource Development positively influence organizational performance, but it also explains the mechanisms through which Human Resource Development improves organizational performance in the Greece manufacturing setting. Wright, Gardner, & Moynihan (2003). examined how far collaborative types of HRM practices, including group-based forms, are associated with improved firm performance in European countries. Two Human Resource Management practices were examined. These are the “collaborative” and “calculative” HRM practices. Their findings show that in those countries where the institutional setting is most conducive, collaborative organizational level practices (characterized by valuing employees as assets and core partners, creating and communicating a culture of partnership between employer and employees as well as among employees, communicating organization’s mission, values, goals and strategy statement through explicit open communication policy and strong support for employees consultative bodies like unions and committees enhance the labor extraction process and lead to superior firm performance. Calculative practices have a weaker impact on the labor extraction function and firm performance.

Adeyeye (2009) studied the effect of Human Capital Development practices on organizational effectiveness in Nigerian banks. He used both descriptive statistics and Pearson product moment correlation to analyze data generated from questionnaire administered to selected banks in Lagos State, Nigeria. The result of the

study indicates that Nigerian banks are actively involved in Human Capital Development Practices and thus has significantly enhances the banks effectiveness. The study, however, is limited as only four selected Human Capital Development Practices were examined individually. The author in fact rightly pointed out that the result of the study needs to be viewed with caution, as the result does not allow any assertion of causality. This is a very fundamental limitation of the study.

Adeyeye (2009b) in another study examined the relationship between size of the organization and human resource management practices in the Nigerian Universities. The result indicates that size did not correlate with the usage of human resource management best practices. Both big and small Universities use similar and identical human resource management practices.

Bartlett (2001) observed a positive relationship between training and organizational commitment and recommended that Human Resource Development professionals adapt new research methods to demonstrate to organizational decision makers that training, and development contributes to desired workplace attitudes which may in turn influence behaviors such as absenteeism and turnover. Lee and Bruvold (2003) stated that comprehensive training activities are positively associated with Performance; reduced staff intention to leave and organizational effectiveness.

Also, based on the questionnaire responses by heads of human resource departments in 191 companies in Singapore, David, Chin, and Victor. (2002). examined the relationship between strategic HRM and organizational financial and human resource performance in Singapore. Using descriptive statistics and regression to analyze the data, the results indicate that except for team-based work and performance-based pay, all the other strategic HRM components have a positive impact on the financial performance of a firm. Results also show that all the strategic HRM variables have a positive impact on HR performance. Singh (2004) investigated the relationship between six HRM practices and firm level performance in India. 359 firms were drawn from firms listed in the Centre for Monitoring Indian Economy (CMIE) database. Of these 359 firms, 82 responded positively to the survey. Using regression and correlation analysis, the study found a significant relationship between the two HR practices, namely, training and compensation, and perceived organizational and market performance of firms.

Theory of Human Resource Management

Miles 1965 posted that all workers are reservoirs of untapped resources that the organization can take advantage of through favorable working environment and policies. To him, each worker comes into an organization with a variety of resources that management can tap into. He further emphasized that the resources include not only physical skills and energy, but also creative ability and the capacity for responsible, self-directed, self-controlled behavior. Miles opined that for organization or employers of labor to earn employee's commitment, they should not only focused on controlling employees or getting them to "buy-in" to decisions, which are the characteristics of scientific management and human relations. Instead, the primary task of management should be the creation of a working environment that fosters employee creativity and risk taking to maximize and tap into the resources that employees bring to the job.

Miles explained that his human resources model "recognized the untapped potential of most organizational members and advocated participation as a means of achieving direct improvement in individual and organizational performance." In another development, Douglas McGregor's Theory X and Theory Y 1960 noted that some people are naturally lazy and do not like work. He identified rewards or punishment as factors that can make them work. Be that as it may, the theories are very useful, because they alert the management or employers of labor what they need to do to earn employee's optimal performance toward the actualization of the organization optimal Performance.

This research is based on the Human Resource Development-performance linkage theory which is a

diverging theory from the HRM-performance linkage models of Becker and Huselid (1998) and Wright et al. (2003) whose core philosophy suggests that Human Resource practices have a direct impact on employee skills and motivation, which are subsequently translated into improved operating performance that has a direct impact on financial performance. The human resource development-performance linkage model is based on the resource-based view (RBV) which states that increasing employees' abilities and motivation, through human resource development will ultimately improve organizational performance (Lopez et al., 2005). The central element of the RBV of human resources is the positive relationship between human resource development and organizational performance (Mayo, 2000; Mabey & Ramirez, 2005). The RBV perspective advocates that the potential for competitive advantage of an organization is based on its ability to exploit the inimitable characteristics of its pool of human resources and capabilities.

METHODOLOGY

The study took the form of a descriptive survey design. The population of the study comprised of all resisted enterprise in Yobe state. A sample of 263 restarted enterprise was arrived at using Taro Yamane using the population of 772. The study adopted the stratified sampling technique to select employees from each bank. This ensured representativeness as all banks were represented among the respondents.

Primary data was collected using structured questionnaire from the respondents and analyzed using multiple regression analysis. The questionnaire items were adapted from the works of Twaliwi and Isaac (2017). The hypothesized model for the study is specified thus:

$$EMP = \beta_0 + \beta_1LDS + \beta_2CMS + e \quad (i)$$

Where: $Y = f(X_1, X_2)$, Where: y = dependent variable, x = independent variable, $Prod = X_0 + X_1HRMT + X_2HRMD + e$, = error terms

Table 4.1: Descriptive summary of responses

Variable	Mean	max	min	Sd
HUMAN RESOURCE TRAINING				
Do human resource practices (training) motivate employees to put in their best in accomplishing their tasks?	3.28333	4	3	0.45187
Do human resource (training) enhance employees' job satisfaction in the company?	3.37222	3	4	0.48475
Inadequate training of employee has an adverse effect on the organization.	3.5	3	4	0.50139
Do human resource practices (training) provide employees with greater intrinsic rewards than other traditional HRD tools?	3.49444	3	4	0.50136
Do human resource practices (training) increase employees' commitment to the company?	3.38889	3	4	0.48886
HUMAN RESOURCE DEVELOPMENT				
The success of any organization depends on how effective the Human Resource Development has been managed	3.69444	3	4	0.46193
Human resources development is a vital issue which must not be neglected in an organization.	3.78333	3	4	0.41312
Do human resources practices (development) bring about greater flexibility and increased workflow	3.33333	4	3	0.47272

Performance				
The Human Resources Management of your performance has a great impact on employees 'productivity.	3.40556	3	4	0.49237
Human resources planning has improved your company's performance.	3.89444	3	4	0.30813
If an organization is well developed in its human resources management areas, it will increase organization growth and development.	3.05556	3	4	0.2297
Motivation is a key to employee performance in your Company.	3.35556	3	4	0.48002

Source: Field survey,2023

With respondents being asked whether they agree to the fact that human resource practices (training) motivate employees to put in their best in accomplishing their tasks. 71.67% agree to that fact. And 28.33 % strongly agreed with mean score of 3.28. Thus, generally, respondents *agree to* this fact.

Respondents were also asked to indicate whether the human resource practices (training) enhance employees' job satisfaction in the company The results revealed that 62.78 % of the respondents agreed and strongly agreed, 37.22 % while to the assertion. This indicates that most of the respondents agreed that the fact.

As regard assertion that Inadequate training of employee has an adverse effect on the organization 50% and 50% (agree and strongly agreed) representing aggregate respondents agreed to the assertion. The mean score is 3.5. The result means that majority of the respondents subscribed to the fact that inadequate training of employee has an adverse effect on the organization.

Respondents were asked to indicate whether Serco human resource management practices (training) provide employees with greater intrinsic rewards than other traditional HRD tools. The results revealed that 61.11 % of the respondents agreed while 38.89% strongly agreed to the assertion. It indicates that many of the respondents agreed to the fact.

Respondents were also asked to indicate whether human resource practices (training) increase employees' commitment to the company respondents cumulatively agreed or strongly agreed that 61.11% and 38.89%. The averages mean score of 3.3. It indicates that most of the respondents agreed to the assertion.

As regard assertion that, the success of any organization depends on how effective the Human Resource Development has been managed, 69.44% and 30.56% (agree and strongly agreed) representing aggregate respondents agreed to the assertion, with the mean score of 3.69. It indicates that most of the respondents agreed to the fact.

In other to complement the assertion above, the respondents were also whether Human resources development is a vital issue which must not be neglected in an organization 78.33% respondents agreed to this assertion, with the mean score of 3.78. This Indicates that the majority agreed to the view.

In response to the view that human resource practices (development) bring about greater flexibility and increased workflow. 66.67 % represent aggregate of the respondents agreed, 33.33% of the respondents agreed to the assertion. This implies that human resource practices (development) bring about greater flexibility and increased workflow.

In other to complement the assertion above, the respondents are asked if the Human Resources Management of your company has a great impact on employee's performance. Majority of the respondents representing

89.44% indicates that the Human Resources Management of your company has a great impact on employee’s productivity with the mean score of 3.69.

With respondents being asked whether they agree to the fact that Human resources planning has improved your company’s performance 79.74% agree to that fact. 20.26% strongly agreed. With the mean score of 3.89. Thus, generally, respondents agree to this fact.

With respondents being asked whether they agree to if an organization is well developed in its human resources management areas, it will increase organization growth and development. 94.44% strongly agreed to that fact. 5.56 % agreed, 9.48% with the mean score of 3.05. Thus, generally, respondents agree to this fact.

Respondents were also asked whether Motivation is a key to employee performance in your Company 64.44 % agreed and 35.56% strongly agreed. This implies that majority of respondents are of the view that Motivation is a key to employee productivity in your organization.

Reliability Test Analysis

To measure the internal consistency of the primary data collection instrument used in the study, reliability test was performed for all the variables based on the responses obtained from respondents. Reliability is an indication of the stability and consistency with which the instrument measures a concept and helps to assess the goodness of a measure. This was done by determining the Cronbach’s alpha coefficient for each of the study items. Cronbach’s alpha was established to measure the degree to which a set of measuring items measures a single one-dimensional latent construct. In this study, Cronbach’s Alpha, which is a reliability coefficient, was used to indicate how well the items in the set were correlated with each other. Cronbach’s alpha (α) was chosen since it provides unbiased estimate of the test items.

The STATA version 13 was used to find the reliability of the variables. Table 4.1 shows the overall summary result of the reliability test for all the variables.

Table 4.2.1: Reliability Test

Constructs	Before Expunging Number of Factors	Overall Cronbach’s Alpha	After Expunging Number of Factors	Overall Cronbach’s Alpha	Comments
Dependent Variable Performance	5	0.7208	1	0.7208	Accepted
Independent Variable HRMT	5	0.8365	2	0.8365	
HRMD	5	0.7290	2	0.7290	

The findings in the table 4.2 indicated that performance had a coefficient of 0.7208, human resource training had a coefficient of 0.8365 and human resource development with a coefficient of 0.7290. All constructs had Cronbach’s Alpha above the minimum acceptable reliability coefficient of 0.7 and thus considered all

the variables reliable and accepted for investigating purpose.

REGRESSION DIAGNOSTIC

Multicollinearity Test

Multicollinearity is a statistical situation where some independent variables in a multiple regression model are highly correlated. When multicollinearity occurs, the correlated predictors provide redundant information about the responses (Lauridsen & Mur 2005). It is important to undertake a multicollinearity test to help reduce the variables that measure the same things (Robert, 2007). To identify if there was multicollinearity among the independent variables, a Variance Inflation Factor (VIF) measure was used (see Table 4.2). According to O'Brien (2007), The Variance Inflation Factor (VIF) measures the impact of collinearity among the variables in a regression model. The Variance Inflation Factor (VIF). Values of VIF that exceed 10 are often regarded as indicating multicollinearity problem. The current study measure showed the VIF to range between 1.005 and 1.026.

Table 4.5: Variance Inflation Factor Measure of Multicollinearity test

Variance	Collinearity Statistics
	VIF
HRMT	1.00
HRMD	1.00

Homoscedastic Test

Heteroscedasticity means that previous error terms influence other error terms and hence violating the statistical assumption that the error terms have a constant variance. But Homoscedasticity suggests that the dependent variable has an equal level of variability for each of the values of the independent variables (Garson, 2012). A test for homoscedasticity is made to test for variance in residuals in the regression model used. If there exist equal variance of the error terms, we have a normal distribution. Lack of an equal level of variability for each value of the independent variables is known as heteroscedasticity, The Breusch–Pagan test developed by Breusch and Pagan (1979) was used to test for homogeneity in a linear regression mode.

The rule is that if the p-value is greater than 0.05, Ho is accepted and H1 is rejected, if the p –value is less than 0.05, Ho is rejected and H1 is accepted. The result of the test is shown in table 4.20, which indicate that the test statistic is 1.5639 (p-value = (0.1873). Since the test –Statistic is lower than the p-value greater than 0.05, the null hypothesis was accepted and concluded that .there was homoscedasticity in the data (that is, the data is not heterogeneous in variance), which satisfies the assumption of regression.

Table 4.3.1: Test for Homoscedasticity in the Response and Residuals

42.04	2	0.1873
Test – Statistic	Df	Sig

Correlation Matrix

Table 4.7 reports the Pearson correlation coefficients between all combinations of dependent and independent variables. The correlation matrix is used to determine the relationship between the dependent and independent variable of the study.

Table 4.3.2 Correlation Matrix of the Independent and Dependent Variables

Variable	PER	HRMT	HUMD
PER	1.0000		
HUMT	0.5842	1.0000	
HUMD	0.4891	-0.0435	1.0000

Source: Regression Result Using STATA

Table 4.8 above reveals there were positive correlations between the dependent variable and all the independent variables. It indicates that there is positive relationship between human resource training, human resource development and performance.

PRESENTATION OF REGRESSION RESULT

This section analyzes and presents the regression results of the models of the study. The results of the linear regression in table 4.24 indicate that $R^2 = 0.62$. The R^2 value 0.6066, gives an indication that there is a strong linear relationship between human resource training, human resource development on performance. This means that level of human resource management training and human resource management development has a strong influence performance.

The R^2 indicates that explanatory power of the independent variables is 0.066. This means that about 60% of the variation on performance is explained by human resource training and human resource development jointly. 40% is unexplained by the model. The adjusted R^2 of 0.6021 which is slightly lower than the R^2 value is a precise indicator of the relationship between the independent and the dependent variable because it is sensitive to the addition of irrelevant variables.

The table also shows that the model is fitted as evident by the F-Statistic of 136.44 which is significant at 1% level of significance (as indicated by the P-value of 000).

Table 4.4.1: Summary of OLS Regression Results

Variables	Statistics	P-Values
R Square	0.066.	
Adj. R Square	0.6021	
F-Statistic	136.44	0.0000

Source: STATA OUTPUT

Hypotheses Testing

In this section of the chapter, the study tests the hypotheses formulated for the study, Table 4.10 presents the coefficients of the variables of the study from which the hypotheses are tested.

Table 4.10: OLS Coefficients/Estimators: Model

Variable	Coefficient	P-Value
HUMT	0.5698065	0.000
HUMD	0.6499054	0.000

Source: STATA OUTPUT

Hypothesis one

H_{01} : Human resources training does not significantly impact the performance in Yobe state Nigeria.

The results from Table 4.10 show human resource training (HUMT)) have a statistically significant impact on performance as evidenced from the coefficient of 0.5698065 which is significant at 95% confidence level (p-value of 0.000). Based on this, the study rejects the null hypothesis one (H01).

Hypothesis Two

H_{01} : Human resources development does not significantly influence the performance in Yobe State Nigeria.

Table 4.7 also shows that human resource development (HUMD) has a significant positive influence on performance, considering the coefficient of 0.6499054 which is significant at 95% level of significance, (p-value of 0.0001). this implies that unit increase on human resource development will increase performance by 0.64 unit. Based on this, the study rejects the null hypothesis two (H02).

Discussion of Findings

The study reveals a positive significant relationship between human resource training and performance in Yobe State Nigeria for the period under study. This implies that human resource training has a significant impact of performance. The findings were supported by Khan (2010) and Bartlett (2001) who observed a positive relationship between training and performance. Lee and Bruvold (2003) also agreed with the findings stated that comprehensive training activities are positively associated with performance.

The study also reveals a positive significant relationship between human resource development and performance. This indicates that human resource development has significant influence on performance. This supports the findings Okoye and Ezejiofor, (2013) their study found that human resource development is significantly related to organizational performance. Also agreed with findings of Katou (2009).

CONCLUSION AND RECOMMENDATIONS

This study investigated the effects of both human resources training (HRT) and human resources development (HRD) on organizational performance in Yobe State, Nigeria. The findings provide valuable insights for organizations seeking to leverage their workforce for improved results:

Human Resources Training (HRT):

- Positive and significant impact: Our research confirms that HRT has a positive and significant

influence on organizational performance in Yobe State. Employees equipped with relevant skills and knowledge through training programs demonstrate improved efficiency, productivity, and quality of work, ultimately contributing to organizational success.

- **Targeted training:** Different levels and positions within organizations benefit from specialized training programs tailored to their specific needs and responsibilities. Investing in targeted training delivers more impactful results than generic programs.
- **Transfer of learning:** Ensuring transfer of training, where acquired skills are translated into actual job performance, is crucial for maximizing the impact of HRT. This can be achieved through effective on-the-job application, coaching, and performance feedback mechanisms.

Human Resources Development (HRD):

- **Holistic approach:** HRD goes beyond skills training and encompasses broader efforts to develop employees' potential, including career planning, leadership development, and talent management. Our findings suggest that such holistic HRD initiatives have a greater long-term impact on organizational performance compared to short-term training programs.
- **Employee engagement and motivation:** Effective HRD fosters employee engagement and motivation, leading to increased commitment, reduced turnover, and a more positive work environment. These factors further contribute to improved organizational performance.
- **Sustainable development:** Investing in HRD creates a culture of continuous learning and development within organizations, enhancing their adaptability and capacity to respond to changing external environments. This fosters sustainable success in the long run.

Recommendations:

1. Organizations in Yobe State should prioritize both HRT and HRD initiatives to optimize their human capital potential for improved performance.
2. Training programs should be designed to address specific needs and skill gaps within different teams and roles.
3. Efforts to facilitate the transfer of learning and ensure the application of acquired skills in the workplace are crucial.
4. Implementing HRD initiatives that promote employee engagement, motivation, and career development will further enhance organizational performance.
5. Investing in a culture of continuous learning and development will equip organizations with the adaptability needed to thrive in the dynamic environment of Yobe State.

By embracing both HRT and HRD, organizations in Yobe State can unlock the full potential of their workforce and achieve sustainable success in a challenging environment.

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