

Human Resources Management Practices and Employee's Productivity of Globacom and MTN Telecommunication Company in Ibadan, Oyo State, Nigeria

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Abstract

The study on human resources and the employee's productivity in an organization have taken different faces of attention amidst various scholars and professionals in recent past, but this study dwells on the effectiveness of human resources in achieving a better employee productivity. Based on this premise, the study examined the effectiveness of human resource management in achieving employee's productivity in Telecommunications industry using Ibadan, Oyo State as a case study. Telecommunications in Nigeria include radio, television, fixed and mobile telephones, and the Internet. Three-hundred and forty questionnaires (340) were administered using the simple random sampling technique in the proportion of two-hundred and four (204) and one-hundred and thirty-six (136) to staff respectively. The total number of questionnaires returned for the analysis were three-hundred and twelve (312), representing 91.8% response. The survey method was adopted in gathering data and the data collected were carefully analyzed using descriptive statistics such as frequency distribution, percentages, mean, standard deviation, relative importance index and chi-square in testing of the research hypotheses. The statistical result of the Chi square test; to test the significant effect of effective training and development on employee skills, knowledge and attitude. The statistical results show that the estimated Chi-square statistical value of 86.238 is significant at the 95% level (i.e. Significant value, $p = 0.004 < 0.05$). The study shows that there is a significant relationship between human resource management and employee productivity as all tends to have a significant effect on each other. The study concludes that training and development of staff should be a routine activity irrespective of the cadre, and promotion exercise is free from biased. The study therefore recommends that effective training and development, and promotion exercise truly enhance employee productivity.

Keywords: Employee Productivity, Human Resource Management, Labour Turnover, Training and Development, Promotion Exercise.

Introduction

Productivity is achieving quality results that contribute to the organization's purpose. Employee productivity depends on various influencing factors which improves the capabilities, abilities as well as effectiveness of employees. Employees who have more years of experience have greater tendency of performing better because there are increased skills and competencies which results from past experiences in on the job.

Human Resource Management is an essential function and a life blood for both the private and public sector organizations. Through laws created by the concerned state and country where the organization is located, the process deals with several operational practice objectives such as recruitment of employees, providing proper training to the employee, selection of the employee, assessment of the employee, motivating and maintaining a proper relationship with the employee, and maintaining the welfare and health of the employees in the organization.

Human resource management is a process through which an organization makes the most effective use of its limited skilled personnel. The objective is to exploit the firm's existing human resources to fullest as far potential is concerned. Human resource management is also involved in a variety of tasks such as job administration, planning staff needs and recruitment of employees, payment and salary determination, dispute resolution, and establishing a better working condition and a safe environment for employees. The achievement of organizational stated objectives and goals is solely dependent on the productivity strength of its human resources, thus the need for effective management of this essential resources.

The information and communication sector in Nigeria is dominated by the telecommunications sector. Nigeria has one of Africa's largest telecom marketplaces. Over time, the Nigerian telecommunications sector has developed into an oligopolistic market structure (a small number of firms have the majority of market share). There is a considerable global presence in this industry. MTN, a South African multinational with a market share of 37.21 percent, and Glo are the market leaders (a Nigerian multinational company). MTN Group Limited, formerly M-CELL, is a multinational telecommunications company with operations in a number of African and Asian nations. The company's headquarters are in Johannesburg. It has 280 million members and is the world's eighth largest mobile network operator. It is engaged in over 20 countries, and Nigeria

accounts for one-third of the company's income and 35 percent of market share. (Aniym, Humphrey, "How Old MTN Ads Blew Up Naija Twitter Yesterday Night," The Net, Aug 9, 2019). Globacom telecom was established by Dr. Mike Adenuga Jr, who is today one of Africa's most successful businessmen in Africa as a continent, he established Globacom telecoms on August 29, 2003. At the age of 26, Adenuga emerged from low beginnings to become a millionaire. The corporation, which has its headquarters in Lagos, Nigeria, operates in Gambia, Senegal, Ivory Coast, Ghana, Republic of Benin, and Nigeria, Africa's largest consumer market. (Archived copy from the original on 28 February, 2019) IT News Africa "Glo One Submarine Cable Debuts in Lagos" 8 September, 2009, 21 August, 2015). The Nigerian telecommunications market has experienced rapid growth in recent years and is predicted to continue to grow until 2025. The industry's growth is primarily attributable to the country's growing urban population and the widespread adoption of mobile phones that support 3G, 4G, and 5G services. With the increasing usage of the Internet of Things (IoT) in the sector that links with wired and wireless internet, the Telecom sector is predicted to grow strongly over the projection period.

Over the years, the sector has made significant contributions to Nigeria's economy and the lives of Nigerians.

The sector has experienced rapid growth and helps in e.g. easier banking services (bank mobile apps) and access to e-learning platforms for Nigerians especially during and post covid-19 era where virtual meeting are the only options for organizational communication.

However, during the second half of 2016, the Nigerian telecommunications sector slowed, resulting in delays or cancellations of network expansions and improvements, and this trend has continued into Q2'17. The telecommunications sector shrank by 1.92 percent in Q2'17, according to the GDP report. Low consumer purchasing power, currency fluctuations, and the recent loss of global investors are the key issues that the industry faces. Nigeria's poor macroeconomic conditions have resulted in bad labor market dynamics (high unemployment and underemployment), lower discretionary income, and low corporate productivity.

These will create new streams of income for operators and mitigate the decline in their traditional revenues, As a result of rising technology changes and complexity in various companies, as well as social aspects, it becomes vital for organizations to train and develop their staff to cope with the

ever-increasing job needs posed by rapid technological and social changes. In addition, the hiring of unskilled workers frequently results in minimal turnover. Productivity studies and promotion exercises in increasing employee productivity are not new in the field of human resource management, but despite the attention, employee productivity continues to be a source of significant challenges to organizations.

Human resource management is used by the organizations to make the best use of its resources. Alternatively, it aids in the development of employees' professional skills and expertise. Human resource management ensures that employees have a good working environment.

A great number of businesses have developed a human resource management department, and they recognize the importance of it in today's economic climate. Thus, the overarching goal of human resources management is to create a high-productive employee culture in which individuals and teams take ownership of the ongoing improvement of business processes, as well as their own abilities and contributions, within a framework given by successful leadership.

The covid-19 pandemic, unlike other sectors of the economy has less or negligible impact on the Nigeria telecom industry, though, the telecom sector plans to delay its upcoming spectrum auctions due to the Covid-19 pandemic. In March 2020, business hours broadband consumption has increased, as the country adjusted to life with Covid-19. The telecom sector has witnessed growth in weekday viewership, movie rentals, and purchases. Live viewing has increased by 15% and free video-on-demand has increased by 25% during the week as more people are in lockdown staying indoor. As expected, sports viewing is decreased due to events being on hold or delayed world-wide. However, telecommunication has become the new norm after the covid-19 era. It has exposed the world to virtual ways of doing things. Hence, a new investigation into how productive the workers of this telecommunication companies can be becomes necessary.

It is hard to get dedicated and productive workers when the company is known for terminating employees whenever there is a problem. Many telecommunication companies are becoming degenerating as many telecommunication organizations have not been able to get the best out of their employees. Limited studies have been carried out regarding the effectiveness of human resource management in achieving employee productivity in the telecommunication sector. More so, a gap exists in the literature regarding human resources management and employee

productivity in the telecommunication industry which this study wants to fill. Therefore, this study examined human resources management and employee productivity in the MTN telecommunication industry, Ibadan, Oyo State.

Objective of the study

The main objective of this study is to examine the Influence of Human Resources management practices on employee productivity of Globacom and MTN Telecommunication specifically, the study seeks to:

- i. examine employee's productivity of Globacom telecommunication company, in Ibadan, Oyo State.
- ii. examine Human Resources Management practices in MTN and GLO telecommunication company, Ibadan, Oyo State.
- iii. determine the influence of HRM practices on employee productivity in MTN and GLO telecommunication company, Ibadan, Oyo State.

The study borders on Human Resources Management and Employee Productivity in MTN and Globacom as a Telecommunication company in Ibadan, Oyo State.

It is a generally accepted fact that human resources management is very essential to the growth and increased productivity of any organization. The focal point of this study will be restricted to Globacom telecommunications and MTN (Mobile Telephone Network), staff productivity and development, training of workers or employees in the organization of South West Zone (Challenge branch Ibadan), and Oluyole Local Government (Mobil Ring Road). Globacom and MTN Telecommunications Companies comprises of Chairman, Board of Trustees, Regional Managers, Human Resources, Departmental Heads, and other workers. Workers are employed mainly to carry out duties towards achieving the organizational objective and goals; adequate provision has been made to ensure that the main staffs are productive to fit the appropriate sections. They are often sponsored by conferences, seminars, and fellowships by organizations or international organizations.

Significance of the study

Several commissions had been set up by the government of Nigeria to look into how to improve the productivity of service in the private services. All these commissions have stressed the important role of employee productivity in the realization of the goals.

Because of the importance of workers' productivity, considerable attention and resources have been committed to it to enhance productivity and prepare people in readiness to meet the challenges and dynamism of modern HRM techniques. As a result, the organization has continued to invest significant large sums of money in employee productivity.

Therefore, this study seeks to examine the influence of human resource management and employee productivity of staff to justify the budget and efforts expended on training and staff development in Globacom and MTN Telecommunications.

The outcome of the exercise will hopefully, be a veritable reference material to other researchers on Human Resource Management and Employee's Productivity in Globacom and MTN Telecommunications Challenge branch Ibadan.

The study will be relevant to managers and all other stakeholder in the organizations. This research work will proffer a better understanding of the relevance and importance of human resources management on employee productivity with overall organizational productivity. Furthermore, the study will educate organization CEOs and Managing Directors on the need to establish a viable HRM department and to get the best out of their employees. Finally, the study will springboard other studies and also contribute to the general body of knowledge by serving as reference material for other researchers in this field.

Literature Review

Productivity can be termed as the contributions towards the achievement of the results of an organization in terms of resources (Bain, 1982). Economists use the meanings of productivity at different levels of the industry which allows them to verify the health of the economy.

There are many different definitions of the term human resource management from experts in the HRM practice field. For example, in some public enterprises, it may be referred to as personnel administration, employee relations, or manpower. Labor-management, labor administration,

'labor-management relations, personnel administration, personnel management, human capital management, "human asset management," and other terms are used to describe human resource management (Human Resource management, (Adeniji & Osibanjo, 2012).

According to Daniel (2018) citing Northcott defines human resource management as an extension of general management, the act of promoting and stimulating every employee to make his/her fullest contribution to the achievement of the general organization goal. It is a major constituent of the wider managerial functions; it is believed to a sub-set of the general organization management that is designed to provide for and coordinate the employees in the organization.

Human resource management therefore may be defined as the effective and efficient coordination as well as utilization of productive human resources at work. (Adeniji & Osibanjo 2012, Pumarck Nigeria Limited, ISBN: 978-978-50666-8-5)

Lynton and Pareek (2011) opined that training and development is an inevitable part of organization growth that is closely related to the development of its human resources; when employees fail to grow and develop in their work, it will result in a stagnant organization.

A robust personnel training and development program, on the other hand, does not ensure organizational success, but it is generally proven to be effective. In most firms, on-the-job and off-the-job activities that teaches employees new skills and talents are at the heart of the development process. The cost of employee education is at an all-time high, however, thanks to modern managers' recognition of the value of the training and development process. The expanding professionalism in the training industry, as well as the demand for knowledgeable, quality trainers, has accompanied the rise in employee education or training.

The correct staff training, development, and education at the right time can result in significant increases in productivity, knowledge, loyalty, and value for the company. In addition, training and development is a process that aims to provide personnel with information, skills, and an awareness of the organization's objectives. According to Okoye & Ezjiofor, (2013) As a result, behavioral training strategies were found to have a considerable impact on staff productivity. Individual or employee development, as well as the organization's overall growth.

Recently, providing training to workers and employees has become the most important demand of the business in order to improve employee productivity and adapt to technological developments.

Employee training is always found to be effective in the following areas:

Training increases the skill of employees and performs the job better than before. It improves the quality of work. Training also helps in increasing productivity. There is an increase in quality and quantity of output.

According to Business Insight 20/20) Trained employees do not make mistakes, know the job well, his work, and therefore require less supervision. The supervisor can devote his time to more urgent work. A trained employee is self-reliant and self-confident.

Economical in the use of material and equipment trained employees make better and economic use of materials and machines. Wastages are evaded. Trained employees do not cause any damage to machines and equipment because they can handle them. The wastage of material and damage to the machines and equipment are low. This helps in reducing the per-unit cost of production.

High morale the objective of the training is to change the attitude and outlook of the employees besides increase in knowledge and skills. Falola & Osibanjo (2014) A trained employee's morale increases because of the support and encouragement he gets from his superiors at the workplace, opinion is respected and allows cooperation between Supervisor and worker. This makes workers more loyal to the organization. Standardization: a well-trained personnel fosters standard of production and services as laid down by the organization. This minimizes the possibility of mistakes of the workers because they work with great care and understanding. Everything can be re-engineered with the help of a trained workforce and the quality of the product can be substantially increased,

Little time to learn: a well-planned and systematically organized employee training program reduces the learning span. Quality and productive time is consumed when workers learn through the unsystematic and unplanned method of trial and error.

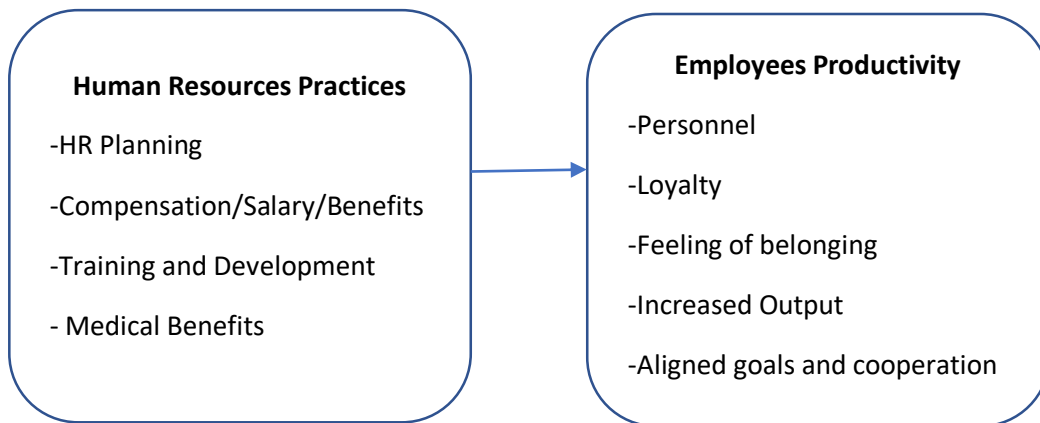
Falola & Osibanjo (2014) Effective and Efficient management: to a well-trained staff, supervisors can easily delegate their powers for the better managerial control and responsibilities.

Fulfilling Human Resource requirements: employees training increases their skill, knowledge, and talent. This will make themselves capable of occupying higher positions with greater

responsibilities. Managers identify the capabilities of the current human resources and can promote them to higher positions. In this way, the needs for human resources can be fulfilled within the organization.

Summarily, customers and employees can be more effective and productive when receiving and providing service thanks to technology. Customers can now serve themselves more effectively thanks to self-service technologies. Customers can access their accounts, check balances, apply for loans, and take care of just about any financial need they could have via internet banking, for example, without the assistance of the bank's employees. Employees can benefit greatly from technology because it can help them be more effective and efficient in their service delivery.

Conceptual framework Anjali Ganesh



Theoretical Framework

The resource- based theory of the firm was propounded by Wernerfelt, (1984) is regarded as one of the theories of strategic management that is widely referenced particularly because of its practical relevance to contemporary management practices. The resource-based view is applied as a theoretical foundation in HRM that is based on the assumptions that firm resource distributed heterogeneously and remained stable over time. A firm's resources include materials, skills, organizational processes and systems, plus information and data of the organization. This theory ties HRM with competitive advantage generation through focusing on fostering the internal resources that the organization owns which most probably are unique and special to the firm, in

different words no two organizations have the same exact resources, either tangible or intangible. “If resources and capabilities of a firm are mixed and deployed in a proper way, they can create competitive advantage for the firm. Eventually, only companies themselves can achieve and sustain competitive advantage by innovation and strategically positioning in the market”. However, theorists argue that effective human resource practices can easily be copied by other competitors while the type human capital an organization has cannot be copied which ultimately turns into competitive advantage for the firm. Theorists distinguish between resources and capabilities arguing that sources are the inputs in the production process that are the fundamentals of analysis.

Methodology

The study was carried out in selected telecommunication companies in Oyo State, Nigeria between the Senior and junior staff. The method used in this study is the survey type which involves the selection and studying the sample chosen from the population in order to examine the effectiveness of human resource management in achieving employee performance in the selected Globacom and MTN Telecommunications Challenge branch Ibadan. The sample size was 340 members of staff which was selected from the total population of 2,191 from both the Senior and junior staff based on a simplified formula of determining sample size for research activity. A proportion of 60% to 40% was used in selecting the respondents using the purposive sampling technique since the junior staff are more than the senior staff. Questionnaires was used as research instrument for the study tagged Human Resource Management and Employee's Productivity in Globacom and MTN Telecommunications Questionnaire (HREPCMQ). In addition, the questions were divided into three sections; the first section contains demographic information of the respondents, such as Age, Sex, Marital status, Educational Status among others. Second session investigated questions on effect of promotion exercise on labour turnover, customers level of satisfaction and profit, for productivity. while the last section as well find out questions pertaining to effectiveness of training and development in enhancing employee skills, knowledge and attitude to work showing the practices of HRM; Analysis of data was done using the descriptive statistics and inferential. The

formal includes frequency distribution, percentages and relative importance index, mean and standard deviation while the later include Chi-Square which was used in testing of hypotheses.

Results and Discussion

This section presents the results and discussion of the study on the effectiveness of human resource management practice and employee Productivity with reference to Senior and junior staff of Globacom and MTN Telecommunication, Three-hundred and forty questionnaire (340) were administered for the purpose of the study using simple random sampling technique in the proportion of two-hundred and four (204) and one-hundred and thirty six (136) to both teaching staff and non-teaching staff respectively. The total number of questionnaires returned for the analysis were three-hundred and twelve (312), representing 91.8% response.

Table 1: Respondents Demographic Characteristic

Respondent's Gender	Frequency	Percentage
Male	210	67.3
Female	102	32.7
Total	312	100.0
Ages of Respondents		
18-25 Years	2	0.6
26-35 Years	139	44.6
36-45 Years	119	38.1
46 and above	52	16.7
Total	312	100.0
Marital Status		
Single	56	17.95
Married	256	82.05
Total	312	100.0

Educational Qualification	Frequency	Percentage
SSCE	3	1.0
OND/NCE	36	11.5
B.Sc/B.A/B.Tech/HND	95	30.4
Post Graduate	178	57.1
Total	312	100.0
Work Experience		
Less than 10 years	148	47.4
10 – 15 years	67	21.5
16 – 20 years	41	13.1
21 – 25 years	34	10.9
Above 25 years	22	7.1
Total	312	100.0
Categories of Staff		
Junior Staff	183	58.7
Senior Staff	129	41.3
Total	312	100.0
Mode of Employment		
Permanent	295	94.55
Contract	17	5.45
Temporary	-	-
Total	312	100.0

Source: Field Survey, 2022

The results of the study as presented in table 1 shows that the male respondents accounted for the largest population of respondents used for this research, representing 67.3% of the total sample used for the study, while female can only account for only 32.7%. This implies that there are more male Staff of Globacom and MTN Telecommunication Company in Ibadan, Oyo State than female staff. Age distribution indicates that the larger number of respondents belong to the age bracket of 26 – 35 years which accounted for 44.6%. Further, it is evident that significant percentage of the

respondents are married at the time of this survey, which represents 82.05%, while insignificant percentage are single, representing 17.95% of the respondents. In addition, respondents with Post Graduate qualification accounted for highest frequency (178) with 57.1%, followed by B.Sc/B.A/B.Tech/HND (95) with 30.4%, OND/NCE and SSCE (36 and 3) with 11.5% and 1.0% respectively. Another demographic characteristic is the respondents work experience which indicates that majority of the respondents with a frequency of 148 (47.4%) have been a staff of the institution for a period less than 10 years whilst 67 (21.5%) of them have spent 10 – 15 years as a staff of Globacom and MTN Telecommunication Companies Ibadan, In Oyo State. Moreover, 41 (13.1%) of the respondents have been for a period between 16 – 20 years while 34 (10.9%) and 22 (7.1%) have spent 21 – 25 years and above 25 years respectively. Category of staff indicate that 58.7% of the respondents were senior staff while the remaining 41.3 % accounted for the junior staff. Also, from the grade level of respondents, Lastly, majority of the respondents which accounted for 94.55% are permanent staff of Selected Globacom and MTN Ibadan in Oyo State while the remaining 5.45% are contract staff.

Research question one: To examine employee’s productivity of Globacom and MTN Telecommunication Companies in Ibadan, Oyo State, Nigeria.

Employee’s Productivity

Table 5: Effectiveness of Labour Turnover

Effect of Labour turnover on productivity of staff of selected telecommunication companies in Ibadan, Oyo state

Option	Frequency	Percentage
Yes	252	80.8
No	60	19.2
Total	312	100.0

Table 6: Assessment of Level of Profit Globacom and MTN Telecommunication Companies, Ibadan In Oyo State

Option	Frequency	Percentage
Very Good	91	36.1
Good	126	50.0
Fair	28	11.1
Poor	5	2.0
Very Poor	2	0.8
Total	252	100.0

Table 7: Level of customers' Satisfaction affects employee's productivity

Option	Frequency	Percentage
Strongly Agree	141	56.0
Agree	78	31.0
Undecided	13	5.1
Disagree	12	4.8
Strongly Disagree	8	3.1
Total	252	100.0

Table 5 explain the effect of promotion exercise on labour turnover and it reveals that 80.8% of the respondents have been promoted from one level to another, while the remaining 19.2% of the respondent have not benefitted from any promotion exercise. The result indicate that majority of the staff have been promoted from one level to another. Meanwhile, 36.1% of the respondents concur that Improvement-labor exercise is very good while a larger proportion of the respondents (50%) also concluded that the exercise is good. 11.1% of the respondents sees the exercise within the Staff of Selected Globacom and MTN Telecommunication Companies in Ibadan Oyo State has been fair while a cumulative percentage of 2.8% concluded that the promotion exercises within

the staff of Selected Globacom and MTN Telecommunication Companies, Ibadan in Oyo State is poor and very poor respectively. Furthermore, one hundred and forty-one respondents (141) representing 56% strongly agreed that the Level of profit was relevant in enhancing their job productivity within the Staff of Globacom and MTN Telecommunication Companies, Ibadan In Oyo State. Seventy-eight (78) respondents agreed that Level of profit enhances their job productivity, 13 respondents remained undecided as whether it has a positive effect on their job productive. Moreover, 12 respondents disagree with Level of profit being a job productive enhancement strategy and 8 respondents also strongly disagreed likewise.

The findings indicate that truly level of customer's satisfaction enhance Productivity in their organization. Also, majority of the respondents (47.2%) agreed to the effectiveness of Level of customer's satisfaction, while 35.3% of the respondent strongly agreed as well. Meanwhile, 4% were undecided as whether level of customer's satisfaction has a significant effect on productivity while a cumulative percentage of 13.5% disagreed and strongly disagreed respectively. These results indicate that level of customer's satisfaction has a strong significant effect on Productivity that is when there is higher level of customers satisfaction is received as at when due, there are basically four clearly defined levels of customer satisfaction. Each level is based on the degree to which Globacom and MTN Telecommunication business is meeting customer expectations. The higher the level that Globacom and MTN Telecommunication business is able to achieve then the more they will build customer loyalty which will support greater success and greater productivity workers would find it difficult to leave their present organization for another organization. The findings also supported the view of a scholar on their study Modelling the Relationship between Labour turnover; Organizational Profit; and customer's Satisfaction in the Globacom and MTN Telecommunication Companies in which the main objective of the study was to examine the correlation between promotion and fringe benefits towards the retention of staff in Globacom and MTN Telecommunication Companies.

Significant Effect of Promotion Exercise on Workers Turnover within the Staff of Selected Telecommunication Companies in Ibadan, Oyo State

Option	Frequency	Percentage
Strongly Agree	89	35.3
Agree	119	47.2
Undecided	10	4.0
Disagree	23	9.1
Strongly Disagree	11	4.4
Total	252	100.0

Table 8: Mean and Standard Deviation of Effect of Promotion Exercise on Labour Turnover

Items	Mean	Standard Deviation
Responses on the Effect of between Labour turnover Within Staff of Selected Globacom and MTN Telecommunication Companies, in Ibadan, Oyo State.	1.19	1.495783
Assessment between; Organizational Profit; and Within the Staff of Selected Globacom and MTN Telecommunication Companies, Ibadan, in Oyo State	4.19	0.160935
Positive Effect of between customer's Satisfaction on Job Productivity on Staff of Selected Telecommunication Companies in Ibadan, Oyo State	4.32	1.722179
The Significant Effect of influence of HRM practice on employee's productivity Within the Staff of Selected Globacom and MTN Telecommunication Companies, in Ibadan, Oyo State	4.00	1.679891

4.6 Test of Research Hypotheses Two

Table 7 presents the hypothesis testing for the second hypothesis which is to ascertain the significant effect of promotion exercise on labour turnover or whether the effect should be disregarded. The Chi-square test of 9.315 is significant at 95% level (i.e. Significant value, $p = 0.001 < 0.05$), in view of this, the null hypothesis,

H0: effect of promotion exercise has no significant effect on labour turnover, is rejected while the alternate hypothesis,

H1: labour turnover have a significant effect on HRM practices, is accepted.

This study is in accordance with the opinion of who assert that as one would have expected, promotion tends to serve as a motivating factor for employees to remain on their jobs for a long period of time and the absence of promotion exercise would cause talented employees to quit the organization and if there is a high ratio of labour turnover the growth of such organization tends to decreased.

Therefore, the hypothesis that labour turnover have a significant effect on HRM practice, is accepted.

Table 7: Chi Square Test Statistics

labour turnover have a significant effect on HRM practice	
Pearson Chi-Square	9.315
Df	1
Sig. value (p)	.001

Research question: To find out Human Resources Management practice in Globacom and MTN Telecommunication Companies in Ibadan, Oyo State, Nigeria.

Table 2. Effectiveness of Training and Development on Employee Skills, knowledge and Attitude

Beneficiary of Medical Benefit	Option	Frequency	Percentage
	Yes	137	43.9
	No	175	56.1
Total		312	100.0
Mode of Selection of T&D			
On joining the organization		58	42.3
Head of Unit/Department Recommendation		35	25.5
Compulsory for all staff		6	4.4
Upon staff request		13	9.5
Based on Performance		25	18.2
Total		137	100.0
Training Received			
Quarterly		2	1.5
Bi-annual		7	5.1
Annually		12	8.8
2- years interval or more		70	51.1
No specific period		46	33.5
Total		137	100.0

Effect of T & D on Job

Performance

Very Effective	48	35.0
Effective	80	58.4
Not sure	6	4.4
Not effective	3	2.2
Total	137	100.0

**Direct Impact of T &D
on Skills, Knowledge and
Attitude of Employee**

Frequency

Percentage

Strongly Agree	48	35.0
Agree	63	46.0
Undecided	16	11.6
Disagree	7	5.2
Strongly Disagree	3	2.2
Total	137	100.0

Effectiveness of Training and Development and Employee Productivity.

The results of the study as presented in table 2 shows that 56.1% of the respondents have not benefitted from training and development from the Selected Telecommunication Companies In Oyo State while the remaining 43.9% have benefitted immensely from the Selected Telecommunication Companies In Oyo State in terms of training and development. Meanwhile majority of the respondent 42.3% were selected for training and development upon joining the institution. Furthermore, 51.1%, submitted that they are trained at an interval of 2-years or more while 58.4% of sampled respondents agreed that the level of training /development acquired on their job performance Of Selected Telecommunication Companies in Oyo State was effective. 35% of the respondent strongly agree that it has a direct positive impact, 46.0% agreed with the assertion. Training is a very important part of the human resource development activity of human

resource management practice and the finding reveals that it has more impact on the skills, knowledge and attitude of staffs towards work in Selected Telecommunication Companies in Oyo State. The implication of the results confirms that training adversely impacts on employee's work performance. The findings as well supported the study of which concluded that behavioural training techniques has a significant effect on employee performance and organizational effectiveness and by so doing employee skills, knowledge and attitude will be harnessed. Also, the findings supported a framework carried out by Agbogbo which explain that there is a direct relationship between employee development and employee productivity. This study concludes that development of an employee will result to an employee productivity and which will automatically lead to an employee gaining more skills, knowledge in discharging of duties in an organization. The mean and standard deviation of the first research objectives is being explained in table 3.

Table 3: Mean and Standard Deviation of effectiveness of Training and Development in enhancing Employee Skills, Knowledge and Attitude

4.4 Test of Research Hypotheses One

Table 4 presents the statistical result of the Chi square test; to test the significant effect of effective training and development on employee skills, knowledge and attitude. The statistical results show that the estimated Chi-square statistical value of 86.238 is significant at the 95% level (i.e. Significant value, $p = 0.004 < 0.05$), in view of this, the null hypothesis, H_0 : Effective training and development has no significant effect on employee skills, knowledge and attitude, is rejected while the alternate hypothesis H_1 : Effective training and development have significant effect on employee skills, knowledge and attitude is accepted. These findings are in consonance with [17] who concur that the right employee training, development and education at the right time, provides big payoffs for the organization in increase productivity, knowledge, loyalty and contribution. Also training and development is a process that attempts to provide employees with information, skills and understanding of the organization and its goals. Additionally, training and development aids an employee to continue to make the necessary positive contribution to the success of employing organization in terms of his / her good performance on the job.

Hence the hypothesis that effective training and development have significant effect on employee skills, knowledge and attitude is accepted.

Table 4: Test of Research Hypotheses

Chi Square Test Statistics

Effective training and development have no significant effect on employee skills, knowledge and attitude.

Pearson Chi-Square	86.238
Df	1
Sig. value (p)	.004

Conclusion

The study examines the effectiveness of human resource management in achieving employee productivity within the Staff of Selected Globacom and MTN Telecommunication Companies, in Ibadan, Oyo State. It found out that human resources unit as a pivotal unit in facilitating competitive advantage should laid more emphasis on training and development of staffs, also training and development should be a kind of routine activities for staffs irrespective of their cadre be it a junior staff or a senior staff and as a result, the best potential (skills, knowledge and attitude) in them would be identify to achieve better productivity. The study also concludes that Labour turnover; Organizational Profit; and customer's Satisfaction of staffs is free from biased and it goes a long way in bringing out the best out of them. When a staff is being promoted as at when due better performance would be achieved and this drastically reduce labour turnover.

Recommendations

From the result of the study conducted, it was discovered that human resource department has a lot of impact on the employee and the organisation at large. This is because it regulates the activities of the organisation in order to implement an effective policy on the employees. Based on the findings, the study recommends that management should put more effort in training of staff by

sending them for workshops and conferences so that the largest percentage (56.1%) who have not benefitted any training from the organization may benefit as well and as a result, their skill, knowledge and attitude would be harnessed. Also, management should ensure that staff are promoted as at when due so that the remaining (7.9%) Staff training and development must be given utmost priority to improve employee interest in their job and essential element in improving turnover and curbing dubious acts. Training of senior and junior staff should be given opportunity to acquire higher degrees for greater responsibility.

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