

Human capital investment and organizational performance (A study of some selected banks in Rivers State)

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Submitted: 10-08-2022

Revised: 22-08-2022

Accepted: 24-08-2022

ABSTRACT

The concept of human capital investment recognizes the fact that not all labour are equal, some need extra training to meet up the standard the organization has set for her employees to improve organizational performance. This study aims at investigating the influence of Human capital investment on organizational performance (A study of some selected companies in Rivers State. The study adopted a cross sectional design, the study population is 120, and sample size of 93. Purposive, simple random, systematic and stratified sampling techniques were variously employed to select the respondents. And inferential statistics were employed, and Pearson Product Moment Correlation technique was used, at 0.01 level of significance, with the aid of SPSS Our findings revealed that there is a positive, strong and significant relationship between the dimension of human capital investment and measures of organizational performance in some selected companies in Rivers state. The study specifically revealed that the dimension human capital investment correlates positively and significantly with the measures of organization performance. The study arrives at the fact that, the effective conduciveness of organizational performance in some selected banks in Rivers State, this premised on effective implementation of human capital investment strategy or policy. Based on this, the study recommended the sustenance of a standard investing on human capital and the standardization of employees' training and talent planning procedures to complement other available options as this would often enable the organizations in Rivers State to explore the best talents and thus maintaining positive relationship with the organizational performance.

Key words; Human capital Investment, Organizational performance, Employee Training, market share, Revenue

INTRODUCTION

An organization is often said to be as good as the people in such organization from the top down or down to the top that is why human capital is so important to an organization. The importance to the system is the reason most organizations have a different department which is human resources department to oversees the affairs of the workforce acquisition, management, and optimization. Also included are workforce planning and strategy, recruitment, employee training and development.

The concept of human capital investment recognizes the fact that not all labour are equal, some need extra training to meet up the standard the organization has set for her employees to improve organizational performance. Many managers and business owners' recognized this fact that is the reason they spend so much to improve the quality of their workforce by investing in employees in their organization. Since human capital is based on the investment of employee skills and knowledge through education, on-the job training and off-the job training.

No wonder the recent outcry on the need to improve business performance in the management of organizations has captured the alternation of many researchers in the field of industrial as well as management sciences. This is based on the fact that improved organizational performance or business performance is mostly linked with high productivity in the business world. Therefore, extensive research has been to fashion out or designs a process in which would help to accomplish the objectives of enhancing the productivity levels of organizational performance (Govindarajan & Fishon 1990). It is a statement of fact that the survival and the effective and efficiency performance of modern work organizations requires high commitment from organizational members and the perception of

equity fairness and justice among the members of the organization (Organ 1998). To achieve high level of commitment from employees, the organization must consciously invest in their human capital.

Human capital is made up of an intangible asset with the capacity to enhance or support productivity, innovation, and employability. It may be augmented, or may decline or become redundant. It is formed through different influences and sources including organized learning activity in the form of education and training. Knowledge, skills, competences, and other attributes combine in different ways according to the individual needs and the context in which the construct is used. Human capital investment is not just the level to which a person has been educated, but also the degree to which he or she is able to put a wide range of skills to productive use. In other words, this definition narrows human capital investment to production.

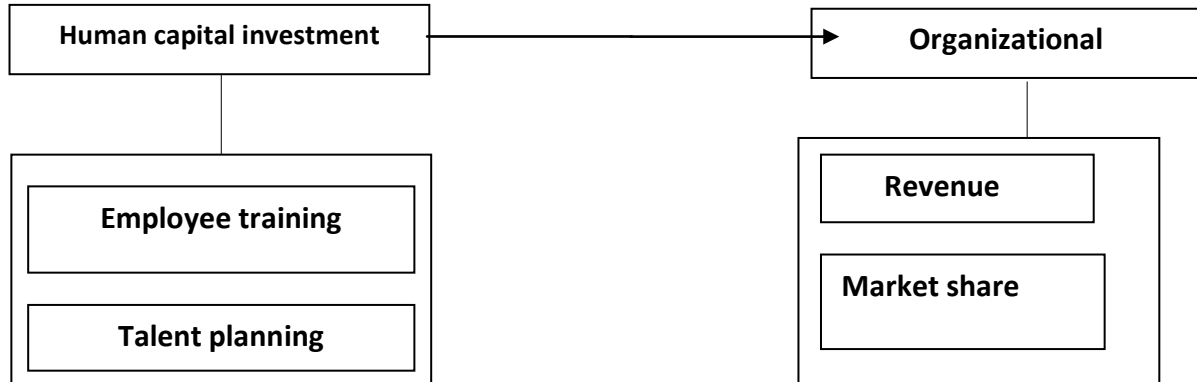
Although some scholars in the past have criticized the concept of human capital

investment that such terminology debases human dignity by likening people to packages of knowledge and skill, little different from machinery components. But to us in this paper, the concept (human capital investment) is showing how powerful people working in an organization have become in terms of production setting, in knowledge and competence-based performance. It is based on this fact that the researcher has decided to examine the relationship between human capital investment and organizational performance in some selected oil and gas organization.

1.1 Conceptual Framework

The conceptual framework was formed from two key variables which are human capital investment and organizational performance (predictor variable, and the criterion variable), and how they relate, gave rise to the conceptual framework of this study. These variables and the relationships implied in this paper therefore constitute the operational framework below:

Figure 1: Conceptual Framework showing the relationship between human capital investment and organizational performance



Source; desk research 2022

1.2 The purpose of the study

The purpose of this study therefore is to determine the following

1. To determine the effect of employee training on organizational performance
2. To determine the effect of talent planning on organizational performance

1.3 Research questions

This study will be guided by the following research questions:

1. To what extent does employee training affect organizational revenue?

2. To what extent does talent planning affect organizational market share?

1.4 RESEARCH HYPOTHESIS

From the research questions raised for the study, we further hypothesize as follows:

Ho1: There is no significant relationship between employee training and organizational revenue

Ho2: There is no significant relationship between employee training and organizational market share

Ho3: There is no significant relationship between talent planning and organizational revenue

Ho4: There is no significant relationship between talent planning and organizational market share

1.5 LITERATURE REVIEW

Human capital

Human capital thus constitutes an intangible asset with the capacity to enhance or support productivity, innovation, and employability. The human capital includes the natural ability, innate and acquired skills, knowledge, experience, talent, inventiveness. All these characteristics are components of the human capital. The essence of creation, increasing the value and effectiveness of human capital, is spending money now but expected benefits will flow in future. Forms of increasing the value of human capital are expenditure oriented for example to health, safety, science, research and education

Human capital investment

Investment in the human capital can create conditions to obtain social and economic efficiency for the enterprise, region, and country and on the international level from the invested means, therefore, as consequence; it is accompanied by the high risk (Becker, 2010). Thus, investment in the human capital, proceeding from intrinsic characteristics of its economic content, simultaneously is the prevention factor of intraproductive components of the enterprise' uncertainty and risk and a source of the new risks creation connected with specificity of the human capital accumulation (Zakharova, 2013).

Investment to the business enterprise is an investment into the human capital which is investment in innovative and creative activity of workers by creation of corresponding motivational conditions, stimulus and interest of workers in an innovative direction of own work. Organizations are managed and staffed by people and without organizations cannot exist. This is because it is the knowledge, skills and abilities of individuals that create values to the organization (Armstrong, 2003)

Employee Training

According to Obikoya (1996), training is a systematic process of altering the behavior, knowledge and motivation of employees in a direction to increase the trainee's effectiveness and organization goal achievement. Employee training is a planned set of activities for imparting knowledge to employees, such that it leads to a growth in job skills required for organizational growth. Training has always been central to the employee experience, particularly in labor-

intensive industries such as manufacturing or education.

Employee training creates a safer, more productive workplace where employees are confident about their capabilities. Companies can spend less on new hires and operational supervisors, and managers do not have to continuously micromanage their teams. In these sectors, employees need highly specific hard skills to perform optimally in the workplace.

The need for employee training becomes more intense when we consider the impact of digital transformation. Even in roles where occasional training was deemed sufficient, there is a clear need for upskilling to sustain relevance.

Training is an "organized activity aimed at imparting information and/or instructions to improve the recipient's performance or to help him or her attain a required level of knowledge or skill." Training is planned and systematic activities which are focused on enhancing the level of skills, knowledge, and competency (Nassazi, 2013).

It is the process of conveying essentials skills, programmed behavior, so individuals become aware of rules and procedures to guide their own behavior to accomplish their job effectively. Training is focused on improving the skills necessary for accomplishing organizational goals (Elnaga & Imran, 2013), since it expands the efficiency of individuals, groups, and organizations (Jehanzeb & Bashir, 2013).

Although the concept of development can be seen as training, gaining new abilities and skills for personal growth (Jehanzeb & Bashir, 2013), it may also be seen as a broader concept. It may be seen as the holistic, long-term growth of individuals in order to perform future roles and responsibilities (Nassazi, 2013).

Talent planning

Talent planning refers to a combination of people management processes that employers use to recruit and retain top talent. These processes are aimed at creating and maintaining a high-performing workforce, and are typically tailored to the needs and overall objectives of the business in question.

Talent is a desirable quality in all human beings and organizations need workers with the right "Talent". Technologists, inventors, entrepreneurs, artists, actors and actresses, singers, tenors, sports people, calligraphers, painters, teachers, speakers and people in many other fields have demonstrated excellent skills by virtue of being talented in that field (Novera Ansari & Akhtar Baloch 2018)

A talent planning strategy is important to ensure that, at all times, you have the right people in the right roles to meet the needs of your organization. As the needs of a business is constantly evolving, so becomes the need to keep your talent planning strategy closely aligned to your business objectives at any given time.

Revenue

Revenue is the money generated from normal business operations, calculated as the average sales price times the number of units sold. It is the top line (or gross income) figure from which costs are subtracted to determine net income. Revenue is money brought into a company by its business activities. Revenue can be divided into operating revenue—sales from a company's core business—and non-operating revenue which is derived from secondary sources. As these non-operating revenue sources are often unpredictable or nonrecurring, they can be referred to as one-time events or gains (Obibhunun and Jaja 2021)

Market share

New and dynamically changing market environment forces companies to maintain their competitiveness in order to constantly provide customers with an exceptional value and creative search for ever new ways to create this value, how about it and how to inform their target market to provide (Kožená, 2010). Scandia is the first large company to have made a truly coherent effort at measuring knowledge assets. According to Scandia's model, the hidden factors of human and structural capital comprise intellectual capital when added together (Edvinsson, Malone, 1997).

1.6 METHODOLOGY

Research design forms the platform within which the researcher develops possible solutions to the problems identified in the study. The preferred research design in this study is the survey design. The researcher choice is based on its relative advantage over other research designs within the context of the nature of the matter (human being) under study (Biriowu and Obibhunun 2021). To explain its contrast with experimental design, Baridam (2006) distinguished between the experimental and quasi-experimental designs.

For Baridam (2001) therefore, the quasi-experimental design is sometimes called "survey". As a result, the basis of distinction lies with the extent to which the subject variables could be put under control or be manipulated for the purpose of generating primary data. Where the manipulations of the variables are possible, then the study is experimental. Where the manipulations of the variables are not possible, then, the study becomes a "survey". Since our subjects and variables have already occurred or are on-going, we have appropriately elected to use the survey design here. (Obibhunun, and Ejo-Orusa 2019).

1.7 Population and Population Size

Our population consists of Management Staff and the senior workers of the seven selected companies in Port-Harcourt, 120 were employees selected from these companies. The 120 employees formed our study population. The numbers were randomly chosen from the companies listed in this paper as reflected on table 1 below.

Table 1: Organizations and Sample Size Determination

Organizations	No of Staff
UNION BANK	16
UBA Bank	19
FCMB	34
GTBANK	17
FIRST BANK	14
ZENITH BANK	10
KEYSTONE BANK	10
Total	120

Source: researcher desk

A simple random sampling technique was used to select the number used in this paper 16 UNION BANK; 19 from UBA; 34 FCMB; 17 GTBANK; 14 FIRST BANK, ZENITH BANK, and KEYSTONE BANK. This therefore made up the 120 respondents, which constituted our study population.

1.8 RESEARCH DESIGN

The preferred research design in this study is the survey design. The choice of research design is basically determined by the researcher choice. On this basis, we adopt the survey which is also known as cross-sectional survey design. Cross sectional survey design involves a situation where

data are collected at one point in time from a sample selected to represent a large population. According to Baridam (2001), cross sectional survey can be thought of as analogous to the taking of a snapshot of some situation and analyzing and generalize it in the entire population.

A total number of 120 copies of our research questionnaire were administered. 105 copies of the questionnaire we retrieved, 27 copies were rejected due to fundamental errors arising from mishandle of some of the questionnaire. On the whole, 93 copies were found fit for usage in the analysis.

1.8 METHOD OF DATA COLLECTION

Table 2: Reliability Test Results

S/No	Variables	No. of Items	Cronbach's Results	Alpha
1.	Employee training	4	.974	
2.	Talent planning	3	.973	
3.	Revenue	4	.971	
4.	Market share	8	.983	

Source: Desk Research and SPSS Window Output, Version 20.0

Table 2. Above revealed that results of the Cronbach's Alpha test of reliability, using SPSS software package version 20.0. The results showed coefficient that are higher than 0.70, which is the acceptable standards (Ahiauzu, 2006; Chikwe, 2012). As a result, it therefore indicates that there is a high level of reliability of our research instrument which is an early signal that we have high level of

reliability and consequent correlation amongst the study variables.

1.9 DATA PRESENTATION AND ANALYSIS Presentation of Study Demographics

The demographic variables of the present study include; years of company in operation, age, marital status, level of education and managerial level in the organization.

Table 3: Years of Company's Operation

Category	Frequency	Percentage (%)	Cumulative (%)
1 – 9 years	4	4.3	4.3
10 – 19 years	12	12.9	17.2
20 – 29 years	17	18.3	35.5
30 – 39 years	44	47.3	82.8
40 and above	16	17.2	100.0
Total	93	100.0	

Source: Desk Research, 2022

As illustrated in table 4.2 above, 4(4.3%) of the respondents remarked that their company had been in operation for between 1-9 years, 12(12.9%) favored 10-19 years, 17(18.3%) favored

20-29 years, 44(47.3%) favored 30-39 years, while 16(17.2%) of the respondents opined that their company has been in operation for over 40 years.

Table 4: Sex of Respondents

Category	Frequency	Percentage (%)	Cumulative (%)
Male	69	74.2	74.2
Female	24	25.8	100.0
Total	93	100.0	

Source: Desk Research, 2022

The illustration in table 5 above reveals that the male respondent is 74.2%, female 25.8% of the total respondents. This shows that a greater

number of men participated and made up the respondent's group for this study compared to their female counterparts.

Table 5: Age of Respondents

Category	Frequency	Percentage (%)	Cumulative (%)
Below 25 years	3	3.2	3.2
25 – 30 years	15	16.1	19.3
31 – 35 years	26	28.0	47.3
36 – 40 years	37	39.8	87.1
Above 40 years	12	12.9	100.0
Total	93	100.0	

Source: Desk Research, 2022.

The illustrations in the table 4.4 above reveals that, 36-40 years age category constituted the age category of most of the respondents accounting for 39.8% of the total respondents; this is followed by the 31-35 years category which accounted for 28.0%, and then the 25-30 years

category which accounted for 16.1%, then the above 40 years category which accounted for 12.9% of total respondents. The respondents that constituted the below 25 years category accounted for only 3.2% of total responses.

Table 5: Marital Status

Category	Frequency	Percentage (%)	Cumulative (%)
Married	56	60.2	60.2
Single	19	20.4	80.6
Widowed	5	5.4	86.0
Separated	9	9.7	95.7
Divorced	4	4.3	100.0
Total	93	100.0	

Source: Desk Research, 2022

Table 6 above shows the marital status of the respondents in this study. This information reveals that majority of the respondents were married constituting a total percentage of 60.2%,

this is followed by 20.4% of respondents that were single, 5.4% were widowed, while 9.7% were separated. Finally, only 4.3% of total respondents in this study were divorced.

Table 7: Level of Education

Category	Frequency	Percentage (%)	Cumulative (%)
WASC/GCE	2	2.2	2.2
OND/NCE	6	6.4	8.6
BSc/HND	32	34.4	43.0
Masters	45	48.4	91.4
Ph.D	8	8.6	100.0
Total	93	100.0	

Source: Desk Research, 2022

Table 7 above shows the level of education of the respondents. Information on the table reveals that most of the respondents had

(48.4%) had obtained a Master's degree. This was closely followed by 34.4% of respondents who had obtained a BSc/HND degree, then 8.6% of

respondents had Ph.D degrees and 6.4% has respondents had WASC/GCE certificates.
 OND/NCE certificates, while only 2.2% of the total

Table 8: Respondents Level in Organization

Category	Frequency	Percentage (%)	Cumulative (%)
Top level manager	17	18.3	18.3
Middle level manager	57	61.3	79.6
Supervisory level manager	19	20.4	100
Total	93	100.0	

Source: Desk Research, 2022

The table above show that 61.3% of respondents a majority of total respondents were within the middle level managers, 20.4% of respondents fell within the supervisor level of manager, while 18.3% of the total respondents were in the top-level manager category.

1.11 Employee training

This section reveals the position of respondents concerning the questions asked on Employee training. The information on the table reveals that a range of 31 (33.3%) to 48(51.6%) indicated very high extent on the various research

instrument items that show that there is anEmployee training in the organization which impacts on the performance of these organizations.

The range of very high extent is followed by a range of 25(26.9%) to 44(47.3%) who indicated high extent that their organizations practice culture. This is followed by a range of 8(8.6%) to 14(15.1%) who indicated moderate extent, and then by the range of 5(5.4%) to 7(7.5%), and range of 2(2.2%) to 5(5.4%) that indicated low extent and very low extent respectively.

Table 9: Weight of score evaluation of Employee training

Description	Employee training
Valid N (List wise)	93
Mean	3.5161
Standard deviation	1.12880
Variance	1.274

Source: Desk Research, 2022, and SPSS Window Output, Version 20.0

Table 9 above shows the mean score of Employee training as a dimension and also the standard deviation and variance values. The mean score for Employee training is 3.52; with a standard deviation of 1.13 and a variance of 1.27 this reveals that Employee training is a strong dimension.

1.12Talent Planning

Based on the table, a range of 33(35.5%) to 55(59.1%) favored very high extent to the various items in the instrument. A range of 5(5.4%) to 16(17.2%) favored moderate extent. Also, a range of 2(2.2%) to 9(9.7%) and 1(1.1%) to 7(7.5%) of the respondents indicated low extent and very low extent respectively. This information is buttressed in the bar chart below.

Table 10: Weight of score evaluation on employee Talent Planning as adimension of human capital investment

Description	Talent Planning
Valid N (List wise)	93
Mean	3.0359
Standard deviation	1.1824
Variance	1.4000

Source: Desk Research, 2022, and SPSS Window Output, Version 20.0.

Table 10 above reveals the weight of scores of evaluation on organizational performance as a measure. The information provided shows that the mean score is 3.04; the standard deviation is 1.18, while the variance is 1.40. This information thus reveals that organizational performance is a very strong measure.

1.13 Results on Revenue

The responses on Revenue components show that 33.3 - 51.6 percent favored the high extent option; 8.6 - 15.1 percent indicated moderate extent on issues relating to the Revenue items. Similarly, 5.4 - 7.5 percent and 2.2 - 5.4 percent indicated the low extent and very low extent options respectively. Also, the mean score for Revenue as dimension is 3.52 and the standard deviation is 1.13. The high response option on very high extent and high extent, and the mean scores reveals that there is a strong correlation between human capital investment and organizational performance in some selected companies in Nigeria.

From the outcome and results of the analysis, it is revealed that there is a relationship between human capital investment and business performance in some selected companies in Nigeria. In effect, it is advisable to adopt strong organizational performance because it enhances organizational performance.

1.14 Result of market share

The univariate results on market share as shown a range of 35.5 – 59.1 percent indicated very high extent to the various test instrument items, followed by 25.8 – 46.2 percent on the high extent option, 5.4 – 17.2 percent indicated the moderate extent option, followed by 2.2 – 9.7 percent and 1.1 – 7.5 percent of respondents who favored low extent and very low extent options respectively. The mean score of market share measure option is 3.04, and the standard deviation is 1.18.

1.15 Finding of the Univariate Analysis

Based on the descriptive analysis and responses, frequencies, scale of measurement options as well as the score evaluations outcome, the results of the univariate analysis of this study revealed strong positive correlations between the human capital investment dimensions and the organizational performance measures as stated below.

1.16 Human capital investment

The human capital investment dimension also revealed a high positive response rate shows that human capital investment can enhance organizational performance in some selected companies in Nigeria.

1.17 Organizational performance

The researcher also found out that organizational performance measure has a strong correlation and is highly significant in measuring the strength of organizational performance. This as such implies that organizational performance is strongly associated with the human capital investment of achieving positive organizational performance.

1.18 Hypotheses on human capital investment and organization performance Measures

Ho1: There is no significant relationship between employee training and organizational revenue

Ho2: There is no significant relationship between employee training and organizational market share

Ho3: There is no significant relationship between talent planning and organizational revenue

Ho4: There is no significant relationship between talent planning and organizational market share performance

Table 19: Results of hypotheses test on human capital investment and organization performance Measure Correlations

	ET	TP	R	MH
Pearson Correlation	1	.907**	.924**	.911**
FWS Sig. (2-tailed)		.000	.000	.000
N	93	93	93	93

E	Pearson Correlation	.907**	1	.920**	.946**
	Sig. (2-tailed)	.000		.000	.000
	N	93	93	93	93
E	Pearson Correlation	.924**	.920**	1	.944**
	Sig. (2-tailed)	.000	.000		.000
	N	93	93	93	93
Gov	Pearson Correlation	.911**	.946**	.944**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	93	93	93	93

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

Source: Data Output, 2022` and SPSS Window Output, Version 20.0

Key:** = Correlation, at 0.01 significant level (2-tailed) i.e. p< 0.01

R = Pearson Product Moment Correlation Coefficient

ET = Employee Training

TP = Talent Planning

R = Revenue

MH = market share

1.20 Results on human capital investment and organizational performance

The results of the statistical analysis on human capital investment dimensions and organization performance measure are explained below.

The relationship between employee training and revenue was tested statistically at a 0.01 significant level, the test correlation value of 0.907 and the corresponding significant value of 0.000, showed that a strong positive and significant relationship exist between employee training and business revenue.

The relationship between Talent planning and revenue was tested statistically at a 0.01 level of significance, the correlation value of 0.924 and the test significant value of 0.000, revealed that a strong positive and significant relationship exist between Talent planning dimensions and revenue

The relationship between employee training and business market share was tested statistically at a 0.01 significant level, the correlation value of 0.911 and the test significance value of 0.000, showed that a strong positive and

significant relationship exist between employee training and business market share.

The relationship between Talent planning and market share was tested statistically at a 0.01 level of significance, the correlation value of 0.944 and the test significant value of 0.000, revealed that a strong positive and significant relationship exist between Talent planning and market share

1.21 DISCUSSION OF FINDINGS

The essence of discussing the finding of a study is to enable and guide the researcher in drawing worthwhile conclusions. .

2.22 Positive and Significant Relationship

There is no significant relationship between the dimensions of human capital investment and organizational performance. The finding relating to the association between the dimension of human capital investment and organizational performance revealed the existence of a positive and significant relationship. Evidence from extant literature asBecker (1993) noted the most valuable of all capital is that investment in human capitals from general – purpose human

capital. Examples of firm - specific human capital include expertise obtained through education and training in management information systems, accounting procedures, or other expertise specific to a particular firm. General- purpose human capital is knowledge gained through education and training in areas of value to a variety of firms such as generic skills in human resource development.

1.23. CONCLUSION, IMPLICATIONS AND RECOMMENDATIONS

The essence of this correlational study was to empirically examine the nature and extent of relationship that exists between human capital investment and organizational performance in some selected companies in Nigeria. The findings from the analyses showed that there exist, a relationship between the human capital investment dimensions and organizational performance used in this study. Consequent upon these findings, the researcher thus, arrived at the following conclusions.

1.24 Human capital investment (employee training) and organizational performance

In the test of relationship between employee training as a dimension human capital investment and Revenue as the measure of organizational performance in some selected companies, the results of the univariate and bivariate analyses revealed that there is a strongly positive and significant relationship between employee training and organizational performance thus, the researcher concludes that organizational performance influenced by employee training.

1.25 Talent planning and organizational performance

In the test of relationship between Talent training and organizational performance in some selected companies, the results of the univariate and bivariate analyses revealed that there is a strongly positive and significant relationship between talent training and organizational performance , the researcher concludes that organizational performance influenced by talent planning.

1.26 RECOMMENDATIONS

In view of our findings in this study as they relate to human capital investment and organizational performance in some selected company in Nigeria, the following recommendations are made by the researcher; The managers of these selected organizations should ensure that they go for talent hunts and their

employees undergo serious training. Some of these training are;

1. Pre-onboarding training: A training that tells a new employee all about the company's culture, values, and mission, even before they step into the office.
 2. Onboarding training: The onboarding experience is meant to familiarize the recruit with the basics of their job.
 3. Workplace training: Rigorous training on hard skills and soft skills. Hard skills will empower them to work better, while soft skills make employees a valuable addition to the company.
 4. Coaching for succession plans: As an employee moves up the organizational ladder, they will need targeted training on soft skills, leadership, and strategizing.
 5. Hard skills training: As we mentioned, this is a core component of workplace training, equipping employees with the requisite hard skills needed to perform tasks efficiently.
 6. Soft skills training: Soft skills are now critical to employee performance, allowing them to collaborate, solve business problems, and interact with customers.
 7. Diversity training: Companies are increasingly looking at behavioral/attitudinal change via employee training. One of the primary objectives is to eliminate bias and make workplaces more inclusive.
 8. Safety and compliance: Employees must be trained in safety and compliance protocols at regular intervals. Onboarding and right after a regulatory change are the two key moments when safety and compliance training sessions should be held.
 9. Mentoring/One-on-one coaching: Here, the employee is assigned a dedicated trainer that guides them across the learning journey.
 10. Lecture sessions: This form of employee training continues to be relevant, as it allows one instructor to train a large group at the same time. In addition to in-person lectures, you could also have live webinars with interactive capabilities.
 11. Hands-on/Apprenticeship: This is useful for training new employees at the onboarding stage, as the recruits can shadow managers/workers and pick up necessary skillsets.
- These will enable the organizations perform effectively and efficiently.

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