
Human Resource Training in a Developmental Environment

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Abstract – Human Resource Training in Developmental Environment (HRTDE), in all sectors of economy is an important idea needed for workers in a country. The main objective of this study is to determine the level of organizations involvement in human resource training (HRT) practices in perceiving challenges and prospects. Both quantitative and qualitative research methods were employed to gather information. Specifically, interviews were conducted with 40 HRT administrators of human resources, workers trainers and staff for developmental programmes, using a judgmental sampling method. Information was collected and analyzed with regard to the challenges and prospects of HRT. The study revealed some challenges to the purposeful organization of HRTDE. They include inadequate professionals to handle management of HRTDE, present details cum information on HRT knowledge and practices in Nigeria, requirement of knowledge workers and slow once in the area of learning and developing their environment of practicing. Nevertheless, networking, image making and problem solver with being stakeholder in management is their target. Hence, need for relevant and appropriate policies with methods should be made and interpret for organizations that has HRTDE. Organizations should employ requisite HRT practices to achieve excellent organizational performance. Furthermore, the government can create policies to promote some of the above practices; achieving organizational excellence will reflect positively on the economy.

Keywords – Human Resource, Training, Developmental, Environment, Activities.

I. INTRODUCTION

Human Resource Training (HRT) is essentially employed to help organizations during their recruitment and training of workers at every point in time. When employees feel that their work is meaningful to their organization and important to the people they serve, they tend to work more productively. Therefore, communicating with employees about their performance is an important element in a human resources training practices. The training of Human Resources managers with the required skills for development is an issue meant for an individual to work towards in order to meet the target or goal of the organisation. Each worker has his/her own purpose and aim for working in an organization in relating to his needs, desire, interest and motive but these are sometimes not met by them or mixed up with the joint or collective objectives of the organisation. In reconciling these interests, Human Resources Managers and line managers are useful tools in harmonizing the needs for continuous training of the workers in line with the purpose of his working and interest of establishing the organisation. According to Cunha and Cooper (1998), in a short term, the privatizations of a public company are meant to turn around the objectives, competitive strategy, structure and HRM practices to make great profit for the owners. They argued that this process is a necessary adaptation to the new competitive environment, reflected in a shift of organizational goals towards shareholder value maximization and profitability of it establishment.

In support of Human Resources Training in developmental environment, Malaysia government established an

act in 1992 to raise idea, process and innovation that will help the production sector. Their Government interest is in human capital building as a link to their economic growth and development. However, in respect to this idea, process and innovation, HRTDE still has some bottled necks that were needed by the management of HRTDE. Findings reveal the challenges that the developing and developed countries are still managing as it relates to HRTDE (see for example, Ardichvili and Gasparishvili, 2001; Budhwar and Sparrow, 2002; Alzalabani, 2003 and Mayrhofer & Brewster, 2010).

II. REVIEW OF LITERATURE

The conceptual framework for this paper is based on the pervious literatures on HRTDE in general and particularly in developing countries done by researchers. The increase in the level of HR profession in the global market as it relates to workers, owners and the behavior of staff determine the contribution that will be made by the affected person whether in the area of skills or ability to make use of technological gifts that are in built. The new technical knowledge, skills and abilities being used by HR practitioners will determine the future flexibility and willingness of the workers to the global goals with objective of their place of work or the assignment being given (Mayrhofer & Brewster, 2010). The evaluation and the implications of HR manager should be decentrali- zation which will lead to full contribution and emancipation of workers, the period which organizations are based on a different paradigm to bring contribution together by each individual for sustainable is gone. HR manager should be able to make the right decision at every point in time when it relates to human resource training for workers (Anyim 2011). The purpose of managers of HRM in this period is changing speed and efficiency with appropriate competencies. Professional HR roles and capabilities have been given different type and category by the workers involved and the employee at every point in time as relate to reputations, equity and diversity.

The performances of management of leadership and professionals in HR are required to show high sense of achievement in the level of future objectives in their style in the area of culture, interdependent and effective components to executing human resources among the workers (Birchfield, 2003). Human Resources style gives room for interactions among workers, employer and groups to get their targeted objective or goals (Hamilton, 2003). Sykes (2003) mentioned that leadership of HR should be updated in the environment of organization in order for them to achieve the required progress at all round. In respect of different challenges facing HR professionals in organizations there is need to look into maximum the leadership role now and the time to come (Burton, 2003). According to Ghebregiorgis and Karsten (2006) HRT method of recruitment, training, performance appraisal, reward and compensation are popular in Eritrea. In the same view, Anakwe (2002) studied HRT practices in Nigeria and discovered that traditional functions of Hunan resource will include training and development, recruitment and selection, performance appraisal, among others. Few firms may not use training at all and that very few firms made use of advertisements or employment agencies (Webster and Wood, 2005).

Education and Technical Training

According to Low (1998), the inadequate level of intellectual abilities and capabilities of HRT depends on the education and training available to the organizational head of HRT. This will show the challenges that will be faced by them during requirement with other things attached. In the view of Silver (1991) developing countries level of education and training cannot be compare with the developed country on knowledge from time past till

date. In respect to education, when any developed country has issue on education, it is believed that the developing countries must have been broken beyond any repair on such an issue. On this note, International Labour Organisation 1997 was reported to have said that primary level certificate is most celebrated in the developing countries as compare with the high-level education of the developed countries. Based on these arguments Chermack et al, 2003 believe that the required skills to work with including knowledge and trainable mind, human resources training are to be put-on higher-level education for who so ever will handle it. However, standard of education to all employees should be stated as an undergraduate level person will be least considered human capital building for future learning with upgrading on their work (Harrison & Kessels, 2004).

Knowledge, Development with Training

Knowledge is the application of all that has been taught over the years for productivity of any staff or worker in the job context, this is what human resources personnel is looking out for in the behavior of an employee at the point of entering the job (Yadapadithaya & Stewart, 2003). The level of knowledge that is available will determine the communication and development that will be produced in the day to day running of work by the employee. Findings have shown that development with training is a product of knowledge that the person has gotten over the years that can be reproduced at the point of usage (Kupritz, 2002; Reid & Barrington, 2003) which include abilities, skills, communication with good language from the part of the workers to employee. Some researchers have argued that trained skilled worker will produced and develop others on the job with the environment in the area of progress (Santos & Stuart, 2003). Indeed, an approach to HRD practice from top management to line managers involves important features to make HRD more effective. However, inadequate cooperation of all HRD system developer has affected the process to the highest level which makes the system partly ineffective in some developing countries that have interest in it (Harrison, 2000) and these has affected the development which will have been recorded by their knowledge of HR (Gilley & Maycunich, 2002).

Strategies in Human Resources

HRD orientation has been created around the formal, informal and stricter structures which each organisations make use of (Gilley et al, 2002). However, focus of HRD structure has the ability of policies formulation with plans as HR will need it. These strategies are of short-term plan and not available to the organizations (Budhwar et al; 2002) and may not be available in some organisations (Hill, 2004). Inevitably, this leads to inadequate planning for HR during selections, recruitment and training with development of workers (Sadler-Smith, 2004). The trained HR has higher and greater value for organization that used them for work because of their past experience in development. Therefore HRD trainer develop and provide for these high-value organizations during recruitment, selection, training and development of worker (Ardichvili & Gasparishvili, 2001). In respect to age of workers in a work place, new methods and strategies are always used to get good qualified workers during recruitment with capacity building for management (Chermack et al, 2003), there has been issue that age is not part of the strategy being used during selection and recruitment of new staff this day, this evidence was made used by Ardichvili & Gasparishvili (2001) when they compare it with employees' performance on some HR managers. On the other hand, Bhatta, 2002; Yadapadithaya & Stewart, 2003 compare their own HR with recruitment and issue of retaining of new workers on the issue of practice. Organisations with large employees will enjoy operation and new style with technologies while small firm will be affected by this new style based on the facts that they do not have new style to HR. According to Jacobs & Washington, 2003 the following are

important to the development of new style to workers improvement at all time: identifying, selecting, recruiting, trained and developed of new staff always in order to improve their performance. Hence, Hansen, 2003 talked of the need to revisit the hiring and promoting styles of each organization to get appropriate employee for jobs.

Employees' Incentive

Incentive is the main key that gives motivation to workers to work hard on the assignment given to them in the areas of training, developing each other careers and enhancement as review (Hill, 2004). Without any of the above, employees leaves companies in search of new career prospects and training with incentive that will encourage or increase their income (Debrah et al, 2002; Lloyd, 2002; Moen & Rosen, 2004). However, it may seem that this approach has benefited employers in the area of high productivity investing in training but the level of employees' adapting to the new work and the environment has been slow or not encouraging.

HR Functions and Line Management

Line managers have traditionally been involved in HR issues as part of their job, although administrative employee matters were the responsibility of HR professionals. However, HRM roles are changing. With the transformation of job contents and increase in change-driven HR initiatives, line managers today are required to conduct a series of people-centered tasks in their jobs which was not their traditional roles but on the basis of strategic HR planning and in close collaboration with internal or external HR specialists (Papalexandris and Panayotopoulou, 2005).

A key to organizational success lies in involving and inviting line management to actively participate in designing and implementing HR activities. According to Brewster and Larsen (2000) indicate various reasons why line involvement in HRM receives increasing attention. These purposes created a comprehensive approach to people management in cost-centered units where decisions have to be made fast and on the spot. As the operating cost of employees' increases, in a cost or profit center-based organization there is pressure to include human resource issues as part of line management responsibilities. Since line managers are responsible for creating value, they should integrate HR in their work, working in partnership and holding HR more accountable in delivering organizational dominance.

III. HUMAN RESOURCE MANAGEMENT IN NIGERIA

Integration of HRM in Nigeria gives different strategies to have best hands and workers to meet up with the purpose of the employer at every point in time. According to Abdulkadir, 2012 people involved in Human Resource (HR) should have the following things as their target strategies, Principles, Goals, Objectives and Philosophies with implementation plan when they are thinking of HRM. Attribute of human resource have to include markets, competitors, costs, profit and developmental plans, decision making alongside other managers who are to contribute to growth and development. Organizations should make adequate training, resources, incentive to employee to get the best from them, (Teo, 2002). The style or method of selection and recruitment system will determine the type of employee that will be gotten for an organization in order to meet the targeted aims or purpose. (Abdulkadir, 2012) Recent development has made trading of goods and services through technology around the world easy. The world is now a global village, such that one can reach the other side within minutes with the high quality and competitiveness of value (Bhagwatti, 2008). The development of information technology has help to improve the level of knowledge, sharing of skills with styles or methods

among different organizations whether in science or technology in order to produce world class product that meets the standard in the world. (Kuruvilla et al, 2003). Communication of products and placement of adverts for marketing is now made easy with the internet which avails the organization the opportunity to showcase their products and services without borders. This has added values to the organisations and the work of human resources personnel have been reduced drastically as they don't have to move from place to place.

Environment where an organization is located often determines the type or methods to be employed by the human resources managers. In developing countries, research has shown that they have low or weak interest in what they pay workers this is a testament that they don't take the welfare of their workers seriously unlike in the developed countries where the interest of workers is of utmost importance, will develop a great policy that will develop with training the different level of workers to be employed in each organization. The level of productivity will be high and it will be adopted by different organization at every point in time whether during selection or no selection because the best will be target to all. Attitude of the environment where the work is located will determine the culture to be used for recruitment of new workers, the white man behavior has been employed by all community in Nigeria as relate to how they employ workers whereas the Culture of organization was relate to location should have been used. The value of the people involved has been affected because everybody has been moved to do HR in the western culture way and this has caused challenges to HRTD in Nigeria.

As time pass, new approach has being employed by HR professional to see to problems created by old method being used by human resources managers, some of the problems are:

Output Development

Bad outcome being done by the workers are product of no experience in the real work that they are to do in the environment where they met themselves, this can be solved when all contribute to the reorganization of idea or method that are being used by organization to recruit staff whenever the time comes then experience HR people should be encouraged to do the recruitment always for higher productivity and development.

Enactment of Laws

From past till now, workers impact has been limited based on the facts that no security of job by them as it relate to private sector and they will want them to contribute to the highest in their place of work. Their entitlement and benefit are not fixed up to retirement likewise their welfare, pension with other benefits are limited to the owner only which made employee only work to a limit and interest is being lost as time goes on. If there are laws that back it up like the federal workers then the job will be encouraging always.

Poor Environment for Workers

Workers movement is a product of this issue that led to them forming group which fight for the benefit and good working environment for workers. It is unionism that produces the best from the employer to employee when it comes to payment, turnovers, input etc from both sides.

Down Turn on Production

The level of production has been hit by decline situation in the economy, which makes life of both employee and employer to look for way out. HR will help both whenever there are situation that affect economy then help

to build block against further cases like these. This type of situation always goes with reduction of staff or workers because the employer will not be able to meet up with the payment and other benefit that should be given to employee.

Unskilled Employee

These are the highest number of employee in Nigeria today because it is cheap for the employer to get for their work in every environment that they need them. HR manager will be able to guide the workers on need not to be subjective to these type of work in any organization likewise they are the once needed by the employer to get staff in time of selection, the labour law available does not support these but HR will create an artificer on that will agree with their action always. They call it hire and fire package, it is a constant conflict between unions and employers.

IV. GENERAL WORLD VIEW OF HUMAN RESOURCE MANAGEMENT

World view of HRM has been looked into from two sides, the past or old days and the modern days. Organizations have been trying to move as the world is changing from one form to another, this has made organization selection and recruitment style or methods changes from time to time. Likewise the HR expert has been changing from one area of specialization to another just meet up with the turning around going on with more management functions. HR expert to be current in the world today, their roles, programmes and package must not be past days style or methods in the area of employee and workers with their benefit they receive.

The following are the contribution of HR practitioners' to the organizations in achieving best result:

HR as Employers

Organization use HRM as employer when it comes to the issue of selection and recruitment for new workers. Sometimes HR stands as the most senior employer among the team of interviewer just to create a management role for employee. HR draws out the plans, guideline and rules, set of blue prints and operational relationship. Finally, they identify components that will be needed to change goals or targets from time to time.

HR as Vanguard of Workers' Welfare

They are accountable to employee's welfare with due regard to commitment to organization social needs. HR manager understand what it takes to have good welfare package for workers as relate to high level of production by them, it is believe that when the welfare of workers are good they will contribute more to the work being given to them by the organization. HR method made them very important in the area of selection, recruitment, orientation and training as it link to target or goals of organization.

HR as Developmental Body

HR expert has the right to develop his skills from time to time likewise create an environment that others can knowledge from whether as employee or employer. The level of his continuous progress determines the type of work that he received from a new employer that wants to make use of them as an agent. It is believe that HR should be known in the world as a professional in that field and that can train people up in the same field when the needs calls for it. His past record on local and international market will determine the role organization can give him to drive their goals, operation and knowledge of operating environment. According to KPMG 2013,

HR must be conversant and update themselves continuously on legal and regulatory norms of different countries.

HR as image maker

Whatever an organization may believe his stands for is a product of what HR manager shows the employee at the point of coming in. therefore the image being made by HR is very important that cannot be overlook by anybody likewise the value they are able to create will determine the contribution of employee also when he comes on board. HR must measure effectiveness, competitiveness, cultural transformation and success rather than employee satisfaction in the organization. According to Katou (2012), increasing flexibility, changed nature of employee, involvement and identity are the ways HR can build an image.

HR as a Networking Environment

HR knows the important of internet in his field as an expert that link both local and international organizations together for business purpose. Issues of HR Managers in making use technological software for the production of his work is problem in those days but now, it is the best way to set up a good technological software to control and make employee or worker committed to new innovations available for them in order to get the best out of them. According to Farbes 2012, technology is the best tools to be used by HRM to have the greatest output from employee.

HR as Agent of Convention

HR expert are the once that led the issue of government selling out their shares in organizations, the planning with management should have been kept in their hands but these are not. The idea was to usher in another different ways of handling organization but was misplaced by the people that took interest in it. Hence, organizations sold are not out of incontestable of deregulation that we should have used world automation idea. Therefore, HRM needs to education, training, retraining and find members in the organization that will understand the idea. According to Anyim 2011, leaders of pressure group see education, capacity building and management from different side which has affected how the employees work within their environment and it has caused some conflicts.

Objectives of this paper were stated below:

Based on the above, the following hypotheses were raised for this paper:

Ho 1: There is no significant relationship between Human resource manager and the types of works done on new staffs in takes.

Ho 2: There is no significant relationship between Human resource manager and the new developmental approach in the system used.

V. METHODOLOGY

An attempt was made in this study to establish the extent to which Human Resource Training in Developmental Environment influences growth.

Research Design:

The research design adopted for the study is the exploratory design. This is because it sought to explain Human Resource Training in Developmental Environment and its influence on growth.

Sample and Sampling Techniques:

The researcher adopted the non-probability random sampling technique to a sample size of five (5) from different categories of manufacturing companies. The sample size of each manufacturing firm were determine based on the percentage of total population of Human Resources Professionals and line managers available in each. A multistage sampling technique was used in order to use random sampling method that will give equal opportunity to all the research samples, the first stage was done by clustering manufacturing companies into five states namely production, construction, manufacturing, service and transportation. In the second stage, simple random sampling technique was used to select 40 from the five categorized manufacturing firms located in three states in south west Nigeria.

VI. POPULATION

Five (5) selected manufacturing companies from each of the states in south west zone of Nigeria which include Lagos, Oyo and Ogun.

VII. DATA COLLECTION

The survey was administered to 365 HR professionals and line managers in 12 organizations located in three states: Lagos, Oyo and Ogun. The decision to limit the study to firms in three states since these states are the major industrial areas spread across the geopolitical zone of south west. The states were also selected because it was easy to manage the logistics problems associated with conducting a nation-wide research in Nigeria.

Of the 365 questionnaires distributed, 253 (69 per cent) usable questionnaires were returned.

Table 1. Shows the number of firms, number of questionnaires sent, and usable.

Sector	Number Sent	Usable Returns	Percent of Usable Returns (%)
Production	75	58	23
Construction	78	51	20
Manufacturing	71	49	19
Service	72	50	20
Transportation	69	45	18
Total	365	253	100

Source: Field Survey, (2019).

The majority HR managers’ age group 27-45 years old (82 percent), while 52 per cent were male and 48 per cent female. Most of the respondents are in lower management or supervisory positions (40 per cent), and middle-level managerial positions (60 per cent). With regard to experience, 216 (59 per cent) have at least five years of working experience. A large percentage of the respondents (66 per cent) come from organizations that employ at least 120 workers. Finally, there are 190 (52 per cent) privately owned companies and 175 (48 per cent) subsidiaries or multi-national companies. Respondents were employed in various industries, including 50 in the service, 51 in construction, 45 in the transportation sector, 49 in manufacturing and 58 in production.

VIII. DATA ANALYSIS

To explore HRM practices and prospects in Nigeria, the data collected was analyzed through various statistical procedures including the frequencies, means, mean differences and standard deviations. In addition, the contents of the responses of the interview questions were analyzed using template analysis. We also used direct interpretation. Five sectors chosen were code based on the area of their factory such as Lagos: La 1-4; Oyo: Oy 5-8 and Ogun: Og 9-12. This table shows the selected quota used for the qualitative research approach (questionnaire) that was made by the researcher.

Table 2.

S/N	Years of Establishment	Code	Categories	Total
1.	Less than 6years	La 1	Production	34
2.	Above 10years	La 4	Manufacturing	24
3.	11 – 15years	Og9	Transportation	35
4.	Above 16years	Oy 5	Construction and Service	33
5.	11 – 15years	La2	Construction and Service	30
6.	11 – 15years	Oy6	Transportation	30
7.	Above 10years	Og12	Production	35
8.	Above 16years	Og10	Construction and Service	30
9.	Less than 6years	Oy8	Manufacturing	34
10.	Above 10years	Oy7	Production	30
11.	Above 16years	La3	Transportation	30
12.	Less than 6years	Og11	Manufacturing	20
				365

Source: Field Survey, (2019).

According to Stake (1995) direct interpretation of approaches for qualitative data analysis is one of the methods he advice for use during interview method. This method involves an evaluation of respondents' answers and making meaning from it. The table below shows interview response from some top management level in the zones of the questionnaires, it is in the same view with some of the middle-class and lower-class management.

Table 3.

S/N	Locations	Total	Remarks
1.	Lagos	4	3 respond and 1 nil
2.	Oyo	4	All respond
3.	Ogun	4	2 respond, 1 incomplete and 1 Nil

Source: Field Survey (2019).

The mixed approach have been able to check the findings of the respondents from two of sides of a coin, given rooms for confirmation of information in the same company whether through oral or documents that they have on it from the past records. This table shows the selected quota used for the quantitative research approach (interview) that was made by the researcher testing of hypothesis H1 with respondents.

Table 4A. Regression coefficient.

Model	Unstandardized Coefficients		Standardized Coefficients	T Sig.	
	B	Std. Error	Beta		
	.811	.062		13.174	.000
	.836	.014	.941	58.164	.000

The above analysis table shows the regression analysis performed on human resources and type of work done. The regression model is; $Y = a + bx$ while the regression equation can thus be given as; $Y = 0.811 + 0.836x$ which implies that a unit increase in the human resources effort will lead to 0.836 increase in work done by the staff employed.

4b. Analysis of variance Table.

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	366.301	1	366.301	3383.056	.000
Residual	47.424	252	.108		
Total	413.725	253			

It was revealed in the above table that since the analysis was tested based on 5% sig. level, we therefore conclude that there exists a significant relationship between the human resources management and work done by the employed staff (since p -value < 0.05).

4c. Model Summary.

Model	R	R ²	Adj. R ²	Std. Error of Estimate
	0.941	0.885	0.588	1.3291

The above analysis table shows the multiple coefficient of determination value (R²-value) which was meant to test for the goodness of fit of the model or shows the proportion/total variation of the dependent variable explained by independent variable. We therefore conclude that the regression model is 88.5% fitted or almost 88.5% of the dependent variable was explained by the independent variable which is more preferable.

The human resource manager explain 88.5 percent of variation experience on the types of works done on new staff and this result is significant $F = 3383.056$, $p < 0.05$. The human resource manager make a positive impact on new staffs in takes and this is significant, $t (13.174)$, $p < 0.05$, testing of hypothesis H2 with respondents.

Table 5a. Regression coefficient.

Model	Unstandardized Coefficients		Standardized Coefficients	T Sig.	
	B	Std. Error	Beta		
	7.359E-02	.082		.897	.000

Model	Unstandardized Coefficients		Standardized Coefficients	T Sig.	
	B	Std. Error	Beta		
	.933	.018	.925	50.963	.000

5b. Analysis of variance Table.

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	428.780	1	428.780	2597.260	.000
Residual	72.309	252	.165		
Total	501.089	253			

It was revealed in the above table that since the analysis was tested based on 5% sig. level, we therefore conclude that there exists a significant relationship between the human resources management and developmental approach (since p -value < 0.05).

5c. Model Summary.

Model	R	R ²	Adj. R ²	Std. Error of Estimate
	0.925	0.856	0.568	1.4063

The above analysis table shows the multiple coefficient of determination value (R²-value) which was meant to test for the goodness of fit of the model or shows the proportion/total variation of the dependent variable explained by independent variable. We therefore conclude that the regression model is 85.6% fitted or almost 85.6% of the dependent variable was explained by the independent variable which is more preferable.

Human resource manager explain 85.6 percent of variation experience on developmental approach and this result is significant $F = 2597.260$, $p < 0.05$. The human resource manager makes a positive impact on developmental approach system and this is significant, $t (0.897)$, $p < 0.05$.

IX. FINDINGS

The findings of this research show that: Human resource manager have significant impact on the new staff selection and recruitment process these were shown in both questionnaire and interview done. It also has significant impact on developmental approach system of workers.

Finally, it was discovered that human resource manager has significant impact on life style of workers since it started. Both the qualitative and quantitative findings were complementing themselves, Some other researchers have either qualitative or quantitative in the case Kupritz, (2002);Okpara & Wynn, (2007) and Anyim et al (2011).

X. CONCLUSIONS

Based on the findings of the study, the researcher therefore concludes that, human resource manager has been of great and positive impact to workers in time of numbers being recruited always but they need to be enlightened more on the need to safe the company interest with the benefit of workers they are employing, developmental system being used should be updated regularly by them through in house training and should be current with solving problem of stakeholder always.

XI. RECOMMENDATIONS

First, results reveal that recruitment and selection, and training and development are the most common HRTDE functions. We suggest that managers should give attention to other HRTDE such as compensation and benefits, staff welfare services, health and safety issues, incentive and merit policies. With regard to recruitment and selection, the majority of respondents indicated that they rely on word of mouth when selecting new employees. Other methods advertising jobs should be used because word of mouth may be unlikely to produce appropriate candidate ability. HRTDE professionals should properly identify those candidates who fit the needs of the job, the work-team and the organization; this method would enhance performance. Where appropriate, personnel recruiters should solicit the help of experts such as executive recruiters, employment agencies and colleges and universities to identify the right people for the right jobs.

Others indicate that promotions and merit increases based on favoritism and similar factors lead to incompetence and poor performance within the company. Managers should develop a system where promotions and merit-based increases are granted because of good performance and job-related factors and not on favoritism or other non-work-related factors. However, the key to the future prospects of HRM is working with line managers, top management, government agencies and all stakeholders on nepotism and favoritism, invest in technology, engage in ongoing training and development, above all instigate realistic and meaningful productivity improvement programs that will boost employee morale, confidence and gain the trust of management. Finally, in order to achieve improved and sustained organizational performance, HRTDE should be implemented in an environment of employee involvement.

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