

# Human Capital Development Strategy and Productivity

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## ABSTRACT

The nexus between human capital development strategy and productivity was explored theoretically in this study. It examined the connection between training and service quality, training and service timeliness, mentoring and service quality, and mentoring and service timeliness. Training and mentoring are critical methods for developing human capital and increasing employee productivity. The study emphasizes the need of supervisors and managers focusing on, encouraging, and promoting the transfer of training and mentoring inside their company.

**Keywords:** Human Capital Development Strategy, Productivity, Training, Quality Service, Service Timeliness, Mentoring

## I. INTRODUCTION

Numerous studies have been conducted in recent years on an productivity, both statistically and qualitatively. The debate over productivity seems to be an endless one, both from a macroeconomic and microeconomic perspective. Although the study of productivity is a strategic endeavor, it was anticipated that it would evolve in synch with the advancement of science and knowledge. Thus, intangible assets are the primary predictor of business productivity. Organizations may reach the desired level of productivity via the creative ideas generated by intellectual capital.

Human capital development is critical for an economy's growth and development (Noe, Hollenbeck, Gerhart& Wright, 2017). At the micro level, human capital development is equally critical to an organization's growth and productivity. Appropriate investment in human capital development and efficient use benefit the person, the organization, and the larger society (Nafukho, Hairston & Brooks, 2004).

Human capital development, according to O'Sullivan and Steven (2003), include recruiting, supporting, and investing in people via education, training, coaching, mentoring, internships, organizational development, and human resource management. Human capital development acknowledges that the development and evolution of people inside organizations and businesses is a critical and indispensable asset to the future success of the company. All human capital development efforts are directed at producing the most outstanding workforce possible, so that the company and individual workers can achieve their job objectives in service of customers. According to Tomé and Goyal (2015), developing workers' human capital not only increases their short-term productivity, but also helps prepare them for future skills and responsibilities. Healthy companies value human capital development and take all of those factors into account. Human capital development encompasses all actions that contribute to an increase in the quality (productivity) of employees (Murali, 2018).

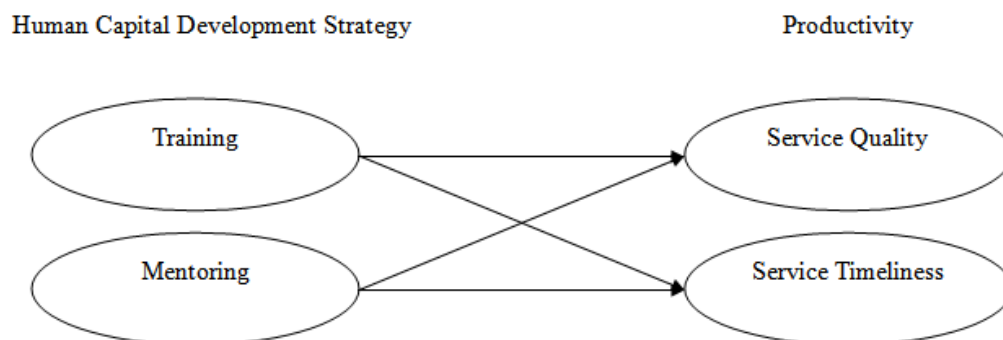
According to Mayo (2000), measuring business productivity from a financial viewpoint is often correct; nevertheless, the foundation of the financial perspective's value drivers is the human capital with all of its knowledge, ideas, and inventions. Additionally, human capital is the lifeblood of a business. An organization is made up of people who collaborate to accomplish a common objective. The organization will cease to exist if there are no members (Robbin& Coulter, 2010). Although human capital may help a company increase its competitiveness, human resources are still a secondary priority in many companies. The purpose of this research was to examine how the development of human capital development strategies might improve productivity.

## II. STATEMENT OF THE PROBLEM

There has been a paradigm change in recent years about the different strategic resources available to a company. The shift is from physical resources (tangible assets) to intangible assets (intangible assets) (Sunarwa, 2011). Additionally, he said that the elements influencing the company's worth have changed from physical assets, which accounted for 38% of the value in 1985, to intangible assets, which accounted for 85% of the value in 2000. Finkelstein (2004) suggest that one under-explored firm-level strategy is the

deployment of strategic resources to sustain a company's competitive edge. Optimizing the function of human capital is unavoidable in an environment of intense rivalry between businesses. Without the intellectual role of people, any firm may go bankrupt if it is unable to compete in the marketplace owing to inept and unprofessional human resources. To do this, businesses' mind-sets must shift toward describing and developing human resources as human capital in order to increase productivity and realize the company's competitive edge.

### Framework



*Conceptualised by Researcher (2021)*

### Objectives

The Research aim is to identify the relationship between human capital development strategy and productivity of employees. Influenced by the research aim, the main objectives of this study include:

- i. To determine how training influences service quality.
- ii. To explore the relationship between mentoring and service timeliness.
- iii. To determine how training influences service quality.
- iv. To ascertain the relationship between mentoring and service timeliness.

### Research Question

The following research questions would proffer answers to objectives of the study

- i. How does training relate with service quality?
- ii. What is the relationship between mentoring and service timeliness?
- iii. How does training relate with service quality?
- iv. What is the relationship between mentoring and service timeliness?

## III. CONCEPTUAL REVIEW

### Human Capital Development Strategy

Human capital development may be described as actions aimed at increasing knowledge, honing skills, establishing values, and promoting the behaviors required to maximize the potential of an organization's employees (Alo, 2000). Totanan (2004) defines human capital as "the individual who lends his own skills, dedication, expertise, and personal experience to businesses." The development of an organization's or school's human capital entails providing chances for learning, training, and development in order to boost individual, team, and corporate performance. Human capital development, according to O'Sullivan and Steven (2013), is about recruiting, supporting, and investing in people through education, training, coaching, mentoring, internships, organizational development, and human resource management. Human capital development acknowledges that the development and evolution of people inside organizations and businesses is a critical and indispensable asset to the future success of the company. Human capital development, as described by Healthfield (2011), is

a framework for assisting workers in developing their personal and organizational skills, knowledge, and ability. Human capital development, she explains, include possibilities such as employee training, career growth, performance management and development, coaching, and monitoring.

Human capital refers to the organization's human element, the combination of intellect, skills, and knowledge that contribute to the organization's unique character (Mayo, 2001). The human components of the organization are those capable of learning, adapting, inventing, and providing the creative impetus necessary for the system's long-term existence. The quality of a nation's human capital reflects its developmental process, since technical advancements occur at a breakneck pace, and nations that do not want to fall behind must prepare themselves for the difficulties posed by new technology. The existence of these new technologies has increased demand for human capital development via training and retraining persons in new skills in current and new occupational sectors, in order for individuals to be prepared to work in today's and tomorrow's worlds of work. There can be no doubt that human capital requirements are changing, not static. The rising pace of change means that the typical worker will need at least three new sets of skills throughout the course of his or her career.

According to Totanan (2004), a company's management performance varies according on who is in charge. This implies that various individuals in control of the same assets will generate varying amounts of value added. Furthermore, it can be argued that without the function of human resources in managing and creating value for a business, physical assets serve solely as a passive asset. Although human capital is the lifeblood of intellectual capital, serving as the source of innovation and development, it is a difficult to quantify component. Human capital is a business's collective capacity to create the optimal solution based on the information held by its workers, which would grow if the organization could use employee-generated knowledge.

#### Training

Drummond et al. (2000) assert that training entails the use of both formal and informal methods to transmit information and equip individuals with the necessary skills to perform. Aswathappa (2000) defines training as the process through which workers develop the aptitudes, skills, and abilities necessary to do particular tasks. Armstrong (2003) defines training as the systematic and formal change of behavior via

education, teaching, development, and planned experience. Training not only increases an employee's capabilities, but also sharpens their thinking capacity and inventiveness, enabling them to make more advantageous choices on time and in a more productive way. Additionally, it allows workers to interact with customers effectively and react to their concerns promptly (Harvey, Myers & Novicevic, 2002). By replacing efficient and effective work-related behaviors for conventional employment procedures, the training fosters self-efficacy and results in better performance on the job. Training is a deliberate intervention aimed at improving the variables influencing individual task performance (Chiaburu & Tekleab, 2005). If an organization wishes to enhance its competitive advantage, training enables it to do so when workers are highly developed via training in their jobs and it enables the organization to maintain key capabilities (Pfeffer 1994).

#### Mentoring

According to Bam (2012), mentoring results in illumination. Mentoring, according to Ingram (2009), happens when an experienced employer/employee spends time working one-on-one with a less experienced person, teaching the latter advanced concepts and abilities. However, experience is gained via actual classroom experience and teaching, not through formal years as a teacher. Through structured or informal initiatives, mentoring connects less experienced workers with more experienced colleagues. Mentoring programs that are structured may help decrease attrition, increase recruiting, and enhance performance and the work environment. Effective mentoring programs match mentors and mentees on the basis of their skills and development needs; outline and track goals; establish minimum time commitments; monitor the mentoring relationship; hold both parties accountable; connect mentoring to talent management strategy and goals; and connect mentoring to business strategy and goals. Mentoring is defined as the process of establishing and sustaining an intense and long-term developmental connection between a mentor and a mentee.

#### Productivity

According to Akid (2012), employee productivity is defined as striking a balance between all factors of production that results in the greatest result with the least effort, the relationship between the result (output) and the means used (input), efficiency and effectiveness, and the elimination of waste in all areas. According to

Prokopenko (1987), increased productivity is defined as the ability to do more with the same number of resources, i.e. high volume and quality for the same input.

Productivity is the connection between an organization's output of products and services and its input of resources, both human and non-human, utilized in the production process. Productivity, in other terms, is the ratio of output to input. The larger this ratio's numerical value, the better the productivity (Onah&Ugwu, 2010). Productivity has been described as the ability of resources to be organized and used effectively in order to achieve a certain task. It is achieving the greatest possible level of productivity with the fewest resources. Productivity, according to Onah and Ugwu (2010), is the connection between the output of products and services and the input of resources, both human and non-human, utilized in the production process. Productivity, in other terms, is the ratio of output to input. The larger this ratio's numerical value, the better the productivity. Thus, productivity may be measured at any level, whether at the person, work unit, or organizational level.

Jennifer and George (2006) claimed that worker productivity significantly impacts an organization's effectiveness, efficiency, and even its ability to accomplish administrative objectives. Additionally, it claimed that a corporation's inability to verify that its employees are motivated has a detrimental impact on the efficacy and efficiency of the company, thus reducing employee productivity levels in relation to anticipated goals and objectives. According to Mathis and John (2003), productivity is a measure of the amount and quality of work performed, taking into account the cost of capital utilized. The higher an organization's productivity level, the bigger its competitive advantage. This is because the expenses of manufacturing products and services are lower. Superior productivity ratios may not always imply that more production is produced; they might alternatively indicate that fewer people, money resources, and time were used to produce the same amount of output. According to McNamara (2003), productivity may be measured in terms of quality, quantity, time, and cost. Additionally, he said that assessing productivity entails determining the time required for an average employee to achieve a given level of production.

#### Service Quality

A service's quality is a measure of how well it fulfills the customer's expectations. It is decided by the customer's views, not the suppliers of the service's perceptions. Service quality is seen

as a key factor in determining competitiveness. Service quality may assist a business in differentiating itself from rivals and gaining a competitive edge. Superior service quality is critical to profitability growth. Client satisfaction guarantees high revenues, improved consumer retention, and encourages recurrent customer purchase behavior (Boulding et al., 1993). (Cronin & Taylor, 1992). Wilson et al. (2008) argue that services are often described in terms of their distinguishing features. These four distinguishing traits include the following:

1. Intangibility: Services that are not visible, touchable, odoriferous, or tasteful.
2. Inseparability: Generally, services are created and consumed concurrently. Typically, both the supplier and the customer are present throughout the service's provision, and therefore both are involved in the service process. They are not detachable from service.
3. Heterogeneity: Because services are provided by various workers and at variable time intervals, their quality cannot be constant. It is more difficult to replicate services at the same level of quality as goods, owing to the fact that they are created by people.
4. Perishability: Services, unlike goods, cannot be stored concurrently; services cannot be returned or resold.

#### Service Timeliness

Responsive services acknowledge and respond openly to the variety of people' demands. Rather of using a one-size-fits-all strategy, responsive service providers segment client bases and create systems for proactively seeking and responding to public input and concerns. Additionally, responsive services strive to be reactive to customer requirements, reacting as soon as possible and avoiding unnecessary delays. Thus, the timeliness of service delivery stands out as a measure of responsiveness that has a direct impact on people' trust in the capacity of public services to fulfill their requirements (Vocalcom, 2019). When a client is in need of help, punctuality may make or break a transaction (Vocalcom, 2019). The majority of service providers have implemented quality management programs in order to remain competitive and offer acceptable services, since quality has an effect on product performance and customer satisfaction (Kotler, Roberto & Lee 2002).

## IV. THEORETICAL FRAMEWORK

### Human Capital theory

This study is based on Adam Smith's (1776) Human Capital Theory, as mentioned in Anosa (2021). This idea stresses the additional value that individuals provide to an organization. It views people as assets and emphasizes the need of businesses investing in people. According to the idea, investing in people brings in economic advantages for both individuals and society at large (Sweetland 1996). Individual investments may be made in education, health, nutrition, and any other area of development that yields long-term advantages. It is critical to emphasize that in this instance, the investor is a person who chooses whether to spend his or her time, money, and other resources in an activity that benefits his or her human capital. According to human capital theory, the greatest way to grow workers is to educate them and to improve their welfare. According to the idea, development efforts may include education, training, and enhancements to existing advantages such as health care. Sharma and Dharni (2017) assert that the idea is firmly ingrained in the area of macroeconomic development theory, since it leads to increased economic efficiency and performance. Similarly, Sharma and Dharni (2017) describe the advantages of human capital development as increased job efficiency, work conditions, earnings, and overall performance. This is why the efforts are significant.

### Empirical Review

Echdar (2015) studied the effect of various determinants and intervening variables on the development of human capital strategies in publicly traded manufacturing companies. There are 151 publicly listed manufacturing companies on the New York Stock Exchange. The data were examined using structural equation modeling on 10 respondents from each company, including managers and workers (SEM). However, data shows that the external environment has little influence on staff growth, performance and recognition, or employee happiness. Employee training and satisfaction are all improved when the internal climate is conducive to human resource planning and management. Third, planning and human resource management, employee development, education and training, performance and recognition, and employee satisfaction all help to build human capital.

Danjuma and Akinpelu (2016) studied the impact of human capital efficiency on corporate productivity of Nigerian industrial product companies. This study examined the effect of human capital efficiency on productivity during a six-year period (2009–2014). Multiple linear

regression models were employed to investigate the relationship between staff growth, EPS, ROA, HCE, delayed HCE, and business size. There is a non-significant negative link between human capital efficiency and size, lagged human capital efficiency, and staff growth, as well as a significant positive relationship between human capital efficiency and ROA and EPS. This study contributes to existing human capital theories by examining the impact of HCE on business productivity.

Chijindu, Ibeh, and Emerole (2016) studied the effect of HRD programs on employee productivity in Abia State. The study utilized survey research to collect primary and secondary data from respondents through questionnaire and oral interview. The research included 357 employees of the company. The Taro Yemen formula set the sample size to be 189, and respondents were chosen at random. We used descriptive statistics and logistic regression in SPSS version 20. The research used a total of 165 fully completed and returned questionnaires. The Abia State House of Assembly uses a range of human capital development initiatives, including training, seminars, and workshops. The Logistic Regression study showed that training, seminars, workshops, and skill acquisition are the human capital development programs that have a substantial connection with employee productivity. The study found that effective and efficient training, seminars, workshops, and skill acquisition improve employee productivity and recommended that the government support the Abia State House of Assembly's human capital development initiatives.

Udu and Ewans (2016) evaluated human capital development and staff productivity at a double diamond plastic manufacturing business in Aba, Nigeria. The study utilized a correlation design to determine the direction and degree of the relationship between the variables. A standardized five-point scale questionnaire was administered to a random sample of 165 people from the study population. The data were evaluated using Pearson's product moment correlation and p-value. On-the-job training is associated with increased employee productivity. The second goal's result shows a good link between off-the-job training and worker efficiency. A positive correlation coefficient ( $r$ ) (0.84). Investing in human capital development improves employee productivity, which helps productivity. Based on the findings, the study suggests that businesses invest heavily in human capital development to gain practical skills and a deeper knowledge of operational excellence.

As part of their research, Njoku and Onyegbula (2017) examined how human capital development may be utilized to drive sustainable development in Nigeria's education system. In order to foster sustainable development in the Nigerian educational system, the presentation addressed the concepts of human capital development, sustainable development, and quality education. On-the-job training, improved infrastructure, and efficient personnel planning are just a few of the educational implications. The study concluded that to maintain the quality and sustainability of Nigeria's educational system, the government should work with curriculum designers to teach pupils skills and self-sufficiency. Fairness, contextualization and relevance, child-friendly teaching and learning, and sustainability are all elements of high-quality education and human development that should not be taken for granted in Nigeria.

Anosa (2021) studied the growth of human capital and organizational productivity in a South-East Nigerian manufacturing firm sample. Ongoing training and development, employee engagement, and knowledge and learning capacity all influence corporate productivity. The study comprised 302 people. Sources used to collect data A significant positive impact of training and development, employee engagement, information accessibility, and learning capacity on organizational productivity has been shown. The study indicates that human capital development improves organizational productivity. Employers should need obligatory training for all employees to improve their understanding of the productivity's annual business strategy and objectives.

### **Knowledge Gap**

Numerous research have been done to determine what human capital development is and its implications. Numerous academics have examined various facets of the human capital idea, as well as the various initiatives that may be utilized to promote human capital development and its effect on productivity. However, there is a dearth of data on the particular effects of human capital development strategies on productivity. This article aims to close this information gap by demonstrating the effect of human capital development strategies (training and mentoring) on productivity (quality of service and service timeliness).

## **V. DISCUSSION OF FINDING**

### **Training and Service Quality**

Colquitt, LePine, and Noe (2000) believe that training may result in improved job performance, such as service quality, among employees. According to a recent research, there is a substantial and favourable connection between training transfer and service quality (Kontoghiorghes, 2004). Waqanimaravu and Arasanmi (2020) discovered a strong correlation between workers' perceptions of the advantages of training, their support for training, and the quality of their services. The training's findings suggest that applying acquired knowledge, skills, and attitudes can help employees perform promised services reliably and accurately (reliability), foster a positive willingness to assist colleagues (internal customer), and provide prompt service (responsiveness), as well as enhance employees' knowledge and courtesy and their ability to inspire (empathy). When employees are able to use what they learned during training, they are driven to do well in their employment.

### **Training and Service Timeliness**

According to Reilly et al. (2011), training improves service timeliness. Employees' capacity to react quickly and satisfactorily to client demands is critical to a company's competitiveness and profitability (Gursoy&Swanger, 2007). Customers will be pleased when staff are properly educated to provide prompt service. A business is considered to operate well when its customers are pleased, and customer satisfaction is accomplished when workers perform well and meet consumer expectations in a timely and professional way. Training allows workers to interact with customers effectively and to react to their concerns promptly. Employee skills are built via training, enabling them to do job-related tasks effectively and to accomplish organizational goals on time and in a competitive way.

### **Mentoring and Service Quality**

Mentoring is a technique for improving employee performance and therefore the overall quality of service. According to Uche (2008), a mentor is a role model, career coach, or counselor who provides professional advice, support, and encouragement to less experienced individuals in order to help them improve their performance. Onchwari (2008) defined mentoring as a kind of education in which an experienced mentor helps the student get acquainted with the broader context of the profession. Human capital mentoring is the process of establishing a positive working connection between employers with varying levels of professional competence and experience for the

goal of professional teaching and guidance as well as organizational human capital development.

### **Mentoring and Service Timeliness**

According to Uche (2008), mentoring is a novel motivational and supervisory technique used by companies to increase employee productivity, particularly among new and less experienced employees. Lankau and Scandura (2007) believe that learning via training programs and books will not be enough to keep up with the necessary skills for success in today's fast-paced work environment. Individuals often rely on others to acquire new skills and stay current with the requirements of their jobs and professions. Mentoring relationships may provide as a platform for such personal development inside organizations, thus improving service delivery timeliness. Business mentoring helps the mentee use their talents in their present position and prepares them for their next. Business mentoring enables people to make high-quality choices that establish their identity, authority, and success in delivering timely services.

## **VI. CONCLUSION**

This research examines the connection between human capital development strategy and productivity. It investigated the connection between training and service quality, training and service timeliness, mentoring and service quality, and mentoring and service timeliness, in particular. Numerous sources of literature were consulted to determine the connection between the constructs. Training and mentoring are cited as critical human capital development methods for increasing employee productivity.

## **VII. RECOMMENDATIONS**

Organizations must guarantee that workers acquire new information and skills as a result of attending a specific training or mentoring activity, whether conducted by the company or an external party. To this end, it is critical that the training program is relevant and linked to their present work description and/or future career growth, and that it be conducted by trainers who are both skilled and experienced in the training subject. Additionally, supervisors and managers should be proactive in promoting, encouraging, and facilitating the transfer of training and mentoring inside their organizations.

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