

## MK7227 Postgraduate Dissertation

Student Number:.....1238236 .....

	Comments	Max Mark	Actual Mark
<b>Introduction</b>  <i>Identification of a valid topic, research question and objectives framed to Masters Level standard with academic rationale developed, clear industry contextualisation of the research topic</i>	<b>Supervisor Comments:</b>	<b>10%</b>	
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**Signature:** .....

**THE EFFECTIVENESS OF HUMAN CAPITAL DEVELOPMENT IN TRIACTA NIGERIA  
LIMITED (ROAD CONSTRUCTION COMPANY).**

A dissertation submitted in partial fulfilment of the requirements of the Royal Docks Business  
School, University of East London for the degree of **MA. INTERNATIONAL HUMAN  
RESOURCE MANAGEMENT**

**MAY, 2015**

**[15,000]**

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## **DEDICATION**

I dedicate this research first, to God Almighty, my maker for giving me the spirit of excellence on the completion of this project work. The research is also dedicated to my parents, Late Mr. Emmanuel Usman and Mrs. Elizabeth Usman, my wife Mrs. Tayo B. Solomon and my Uncle Mr. John Ottah who have been source of encouragement and support to me in many ways.

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## **ABSTRACT**

The aims of the study was to examine the concepts of human capital development in improving employee training and development of TRIACTA Nigeria Limited, to examine the management model for improving human capital development (2001's Human Capital Theory) and to examine the forms/types (On-the-job Training (OJT) and Off-The-Job training) of human capital development in TRIACTA Nigeria Limited. This study used a sample size of (100) one hundred respondents, representing a population of about one thousand employees of the firm. This sample was non-randomly selected from three out of seven sites of the firm, where construction activities usually go on simultaneously and data was collected from the questionnaires that were presented to the sample size selected. The collected data was analysed using micro soft excel package to obtain the table and charts. The findings of the research shows that training and development of TRIACTA employees has positive impact in enhancing the specific-firm skills, knowledge, expertise and competencies of the employees and in achieving the goals and for long term survival and sustainability of the firm. The study also draws conclusions and made recommendations for the company in the areas where there is need for further training and development of their employees to equip them with the relevant skills, knowledge and expertise to be able to face future challenges.

**Topic: The Effectiveness of Human Capital Development in TRIACTA Nigeria Limited (Road Construction Company).**

**U1238236**

## **1.0 CHAPTER ONE.**

### **1.2 INTRODUCTION**

#### **BACKGROUND OF STUDY**

Recently, road construction firms have become very competitive in the global world and Nigeria due to different challenges like, the working environment and the getting the right work force and sustaining them. According to Ofori (1994) argued that construction companies are forced to improve their performance and technological development and render good service delivery to standard in order to have competitive advantages over others in the field and maximise their resources, one of which is the development of their employees through continuous training, learning and educational programmes to acquire technical skill, knowledge, expertise which is the utmost important, that will generate commitment of the employees and leads to organisational Performance and success of the firm. (Ayodele & Alabi, 2007) opined that, most construction firms in Nigeria are short of professional with rich knowledge and experience in international contracting practice and application of such practices at local level. In addition, they added that foreign firms can provide their employees with much better salaries, good working conditions and training opportunities than their local competitors. Thus, once foreign construction companies enter in Nigeria's labour market, the talented workers will be attracted by these conditions (Anugwom, 2007). However, for employees' to be effective in improve



labour productivity and reduced project cost, construction firms in Nigeria should place importance in management and technology reform through collaboration with research, educational institutes and universities and to set up effective technology transfer systems claimed by (Adewuyi *et al.*, 2014). In order, to survive fierce competition in construction market and good project executions, firms need to form alliance with international companies for their employees to acquire new technologies and international management expertise, to become specialist on how to operate sensitive machine and equipment to enhance their organisational and employee's performance.

## **1.2 OVERVIEW OF TRIACTA ROAD CONSTRUCTION NIGERIA LIMITED**

TRIACTA Nigeria Limited is a civil Engineering construction company providing services in all forms of engineering works. It has confidence in road construction and rehabilitation works that can be seen in the numbers of projects constructed throughout Nigeria (Ibrahim *et al.*, 2014). TRIACTA is the second largest construction company in the north-west of Nigeria. It operates in about 12 states with many sites across the states and has a workforce capacity of about 1,000 personnel both the expatriates and the indigenes. The staff strategy of the company is centred on providing any new project with an experienced, basic-firm skills and competent management team consisting of personnel who have worked with group for many years. Therefore, senior management, engineers and administrative staff, supervisors and superintendents are drawn from the company's existing workforce. The objectives of the company are to provide services in a way that conforms to contractual and regulatory

requirements. It is the policy of the company to establish and maintain an efficient quality Assurance program planned and developed in conjunction with all management functions achieved through effective training programmes, educating and developing of their employees (Ibrahim *et al.*, 2014). Furthermore, TRIACTA has been on existence for over 25 years of service delivery, and giving credit to their employees' as their assets due to their knowledge-wealth, technicality of skills, experience and expertise which has brought great growth in the construction of most of the major roads in North-West, North-East and Middle-Belt of Nigeria. Employees with technical skills and experience in operating heavy duty machinery such as, Dumpers, Bulldozers, mobile cranes, graders channelling machines, steel rollers sensitive machine are very scarce, it is the culture of TRIACTA to preserve such employees through improvement of the quality and productivity of their employees, wages increase, improve employee retention-as a result of training programmes and long term development initiatives because the employees are the bed rock of every construction firms, the employees efficient and effective input results to the success of the firm (Benson, 2004).

### **1:3 RESEARCH AIMS AND OBJECTIVES**

Construction firm needs an excellent workforce with required skills, expertise, knowledge and competencies in order to achieve their objectives, training and developing the employees will enhance their effectiveness and success of the organisation. The aims of this study are: to explore the training and development practice in TRIACTA Nigeria Limited; to examine the impact of training and development on the effectiveness of human capital in the firm. This study will focus on the human capital development programmes especially training and development of the employees to improve the firm's and employee's performance as expected.

For these aims to be achieved, the research will base on the numbers of objectives.

These research objectives are as follows:

1. To examine the concepts of human capital development in improving employee training and development of TRIACTA Nigeria Limited.
2. To examine the management model for improving human capital development (Swanson, 2001's Human Capital Theory)
3. To examine the forms/types (On-the-job Training (OJT) and Off-The-Job training) of human capital development in TRIACTA Nigeria Limited

#### **1.4 RESEARCH QUESTIONS**

1. What is the level of training and development of TRIACTA Nigeria Limited employees?
2. What is the impact of training and development on employee's performance of TRIACTA Nigeria Limited?
3. What are the challenges affecting training and development of employees in TRIACTA Nigeria Limited?

#### **1.5 RATIONALE FOR THE STUDY**

The process and expansion of every private construction company depends upon their employees, who are their valuable assets, because with the machines, materials and even the money; nothing gets done without the man-power (Bontis *et al.*, 2000). Organisational and

employee's performance through the skills, knowledge, expertise and competencies possessed by the employee has been discussed extensively by many researchers in other fields like marketing and less in road construction field of Nigeria. One of the reasons why the researcher selected TRIACTA Nigeria Limited as case study is that it is one of the best construction companies in Nigeria and the second largest in the Northern region of the country (Odediran et al., 2012). According to Odeh and Battaineh, (2002) the inadequate experience, knowledge and skills of most of the employees and expatriates has resulted to some of the major projects not being completed at due time, and this has affected TRIACTA profit and job execution in the early 2000's which makes the company suffer due to poor road project via under-performance. They added that, most of their clients which are the federal and state government are not satisfied with the company's performance because of the inability of the employees to deliver good road projects, and to operate effectively some of the heavy duties machinery and equipment. It is to this effect that, the study was considered and carried out in TRIACTA.

However, this research seeks to evaluate the level of training and development of employees in TRIACTA. It will also determine the impact of training and development that has enhance the employees performance at TRIACTA; it will further investigate the challenges affecting training and development of employees in the company and make possible recommendations on the appropriate ways to enhance the employees and organisational performance and have competitive advantage over other construction firms. Xiao and Tsang, (1999) stated that, investing in training and development of employee is important for a construction firm in order to achieve the strategic objectives of the organisation. This study aid to add know-how in this branch of learning and will assist as a guide to further future research. It will help construction

firms in Nigeria to know the areas where their employees can transfer their knowledge to another, the type of technical skills that is required and how construction firms can create a strategic ways of maximizing their employee's skills, expertise, knowledge and competencies in order to achieve high performance. This study will give a better understanding of employee training which in the long term will result in improving performance.

## **1.6 PROPOSED METHODOLOGY**

This research will be involved in utilisation of primary data, which will be gathered by using questionnaires. The questionnaires will be designed in a clearer form in bid for what is asked to be responded by the respondents and it will be self-administered to the workers of TRIACTA Nigeria Limited. One hundred questionnaires will be administered to the employees of TRIACTA in three sites. The study will use positivism approach to describe the analysis, where the data collected are analysed and presented in the forms of tables and represented in charts. The package use is the Micro Excel application for table and chart generation. The package was used for obtaining accurate results and analysing the collected data. Furthermore, the data collected were utilised to answer the questions in the research study.

## **1.7 STRUCTURING OF THE STUDY**

This study is being restructured in a better ways to allow easy follow of information. The (introductory) chapter one has the Background of study, Overview of TRIACTA Construction

Company, Research aims and objectives, Research questions, Rationale for the study, proposed methodology and Structuring of the report. The chapter two which is on the literature review gives a detailed of the current and relevant literatures of different scholars and academics were well reviewed and explored and also useful concepts and models which relates to the study are well examined. The data analysis section included the description and explanation of the data. Conclusions were made out of the findings of the study and commendations were made out of the type of training and development initiatives useful for improving the (human capital) employee's performance through the enhancement of their skills, knowledge, expertise and competency. More so, suggestions were made for further research in the area of this study for future work.

## CHAPTER TWO

### CRITICAL LITERATURE REVIEW

#### 2.1 INTRODUCTION

The issues of human capital development in road construction section is getting more attention compared to previous centuries with many research and write up from several scholars because of the rapid changing and complex environment, with increasing globalisation and saturation of job market due to recent economic meltdown (Ulrich *et al.*, 2008). Most developed and developing countries are putting more emphasis on human capital development towards accelerating progress by developing necessary time and efforts in construction sectors (Hills *et al.*, 1997).

In reaction to the changes, many construction companies have held the notion of human capital as a useful competitive advantage that will enhance better performance over others. Construction companies in Nigeria are thus, seeking to optimise their workforce through effective human capital development programmes designed by the human resource management not only to achieve their targets in project execution but most importantly for a long term existence and sustainability in the sector (Bontis *et al.*, 2000).

People are the keys to success in construction projects, whatever the project strategy; if people are not well managed effectively, the project performance will suffer. Managing human capital is now high on the corporate agenda. Organisation that invest resources through training and development of their employees' in obtaining the knowledge, skills and competencies will succeed in working effectively, reduce cost-effective and enhance firm and employee's

performance (Bontis *et al.*, 2000). Thus, this is necessary to look at the concepts involve for better understanding of the issues on discussion. These include HRM, human capital, development and human capital development.

## **2.2 HUMAN RESOURCE MANAGEMENT**

In most construction companies, like TRIACTA Nigeria Limited. The human management are the pivot to which most training and development of the employees are carried out. The HRM approaches must be in line with the objectives, policies and goals of the organisation. According to Thite (2014) stated that, the resource base view theory is important for firms if they want to perform successfully. He was of the view that, construction companies should look internally into their resources and capabilities, such as their employees, and training and developing through required process to obtain technical skills, knowledge and competencies to perform better than those that lack such resources. However, (Boon *et al.*, 2011) argued that, construction firms need to identify and implement best practice approach of other practitioners in training and developing their employees to enhance the performance of the employee's and the firms. Thus, other scholars seems to have different view on the approach because what seems to be the best practice in one construction firm may not be in another construction firm due to strategy of the company. In contrast, Stredwick (2013) suggested that, firm's best fit approach has to be in line with their HRM strategies on training and developing their human capital for effective project performance. The HRM best fit combined with best practiced and resource based approaches will have a role to play in shaping a new sets of technical expertise and know-how of the employees amid learning and development plans to generate commitment that will lead to better performance in the construction field and increase the



reputation of the company's service delivery for long term and short term contract (Odediran *et al.*, 2013).

### **2.3 HUMAN CAPITAL**

Human capital is an involving and multi-dimensional concept that cannot be fully described by mere definition. However, a critical approach will throw more light and give a better understanding.

Human capital refers to the knowledge, skills as well as expertise one gathers through education and training that result to perform labour in a construction firm (Garavan *et al.*, 2001). Alani and Isola (2009) opined that, this can only be facilitated if the enabling environment is provided. Ben-Porath (1967) suggested that, the knowledge, skills, competencies an individual employee possesses can lead to creation of personal, social and economic well-being of the employees to do their jobs. He was of the view that, construction firm's success in this 21st century depends on recruiting, developing and retaining the best human capital which is essential for the company survival. (Becker, 2008) attributed that, the construction companies that manages human capital in the most effective and efficient manner, always have the best resources which are its employees and he was of the opinion that, they will add economic value and generate a long term competitive advantage over other companies. Benhabib and Spiegel (1994) shared similar view that, employee value is determined by the knowledge, skills and experience each possesses, employees cannot be separated from these values that is why they are considered human capital.

According to Schultz (1993) argued that, human capital is not the only main element in rising an organisation's assets in a bid to enhance productivity, job performance and in addition to sustain competitive advantage to others in road construction field but the working environment (work location) and organisational culture has to be considered. He added that, employees will work in an environment where they feel safe to learn, acquire new machinery skills and contribute to the firm positively. Rastogi (2000) opined that, human capital is an important input for organisations especially for employees' continuous improvement mainly in skills, abilities and knowledge. He added that, information technology is the intangible factor of the production that brings human intellect, skills and competencies in the delivery of services in construction firms. He also warns that, for firm to progress, employers have to look at the work locations of the industry, if a firm has to survive over a long period of time and make sure that the knowledge management of the employee is managed effectively to allow innovation.

Becker (1993) and (Mincer and Becker, 1964) contended that, human capital is like a factory and the machines. Where output is dependent on the rate of return of human capital that the firm owns, they added that additional investment (input) on the employee will result to additional output. However, employees in construction firms are unique, any investment on them should be carefully managed to support their growth and to increase their value in the firm.

## **2.4 DEVELOPMENT**

According to Ofori (1991) stated that, development is training of employees to acquire new horizon, technologies, skills and viewpoints. He further added that, leaders who are developed

guide their organisations into new expectations by being proactive or democratic in their approaches rather than reactive. According to (Becker, 2009) argued that, workers in construction industries who are fully developed in better knowledge of specific equipment gain required skills to render fast services in project executions. He was of the view that, a well-developed employee feels esteemed by the organisations they work for. (Toor and Ofori, 2008) were of the opinion that, development of employee's competency or various skills is very important for a construction industry to remain active in decision making and conflict resolutions because it makes construction professionals work in team and display a leadership ability to lead and perform effectively. They both attributed that, success of every construction firms depend on the employee's behaviour, technical know-how, experience that are developed over a period of time.

However, Colledge (2005) was of the opinion that, families can affect development of employee's work habits, values and skills which could result to construction firms working below standard. Wentling & Thomas (2009) opined that, company who does not meet the employee development needs or provide the tools necessary for continuous training of a developed employee to increase productivity, will always perform poorly in execution of projects.

Furthermore, academic programs do not prepare professionals with an appropriate blend of hard and soft skills to develop professional competencies. Therefore, construction industry needs to brace up and equip their HRM with such a responsibility to enhance the development of the employee's.

## 2.5 HUMAN CAPITAL DEVELOPMENT

It is important for employee to know the role which construction companies plays in developing and training their workforce. (Nehru *et al.*, 1995) suggested that, human capital development is centered on workforce optimization, learning capacity, knowledge accessibility, leadership capability and job design engagement to increase the employee's satisfaction and eventually improve the firm performance of the construction industry. According to Egbu (2004) that increase in human knowledge and skills, which can increase productivity and promote creativity of individuals is an effort of human capital development. He was of the view that, a well-trained and developed employee increases the profitability and sustainability of the organisation. According to Crutchfield (2014), human capital development can be ascertained as an important component, when employees are viewed as assets used for competitive advantage. He added that, investing on the employee strategically through learning and development programmes has a progressive effect on the employee's engagement in the firm. Carnevale (2001) claimed that, investing in human capital links employee engagement and retention in the company, when the working condition is favourable employees are encouraged to carry out their work well. He was of the view that, employee's creative and innovative talent can be discovered through training and development programs in acquiring skills and knowledge. This implies that building a proper balance and significant mass of human resource base will provide an enabling environment for all employees to be fully engaged and to contribute to the goals of the construction industry (Bontis *et al.*, 2000). Ofori (1991) argued that, human capital as a process should be systematic, sustainable and strategic. He added that, training and development of human capital ought to be systematic so that feedback can be given of the

former happenings which will provide support for future activities while enabling the realization of set goals. Ranis and Ramirez (2000) agreed that, the process of developing human capital ought to be sustainable since the product (human capital) must make desired and enduring impact on the organization or the society. They attributed that, the process of developing human capital ought to be strategic, organizational goals should be defined and the type of skills needed to achieve the objectives of the firm. However, the training and development of the human capital has to be very active, quick to respond and result orientated; constantly advancing and also practical to tackle initial challenges in the construction field.

Culpepper (2003) was of the opinion that, construction firms that uses specific-firm measures, can easily know the area to advocate training for their employees because specific speciality skills that is needed in the construction industry may be different in another industry like manufacturing and he added that, such skills is not general skills that is required across the board. Investing on these speciality skills will yield additional output for the firm (Teece, 2000). A heavy duty operator needs this skill to operate such machinery to improve his performance and the firm's performance and have competitive advantage over other competitors. However, the measures is not the only driving force but the employee behaviours, attitude and character must be aligned with the specific-firm measure of the company because productivity is characteristic of the jobs and the employees acclaimed by Pavitt (1991). Other critic, like Mayo (2000) and (Karlin & Valdivia, 2011) are of the view that, employees who are not well trained may become frustrated at their inability to perform at a high level because they don't have the require skills and knowledge to do so. They added that, this could lead to increase in injuries

and possibly fatalities amongst employee's and increase in supervision and additional on-job and other forms of supplementary training in construction industry.

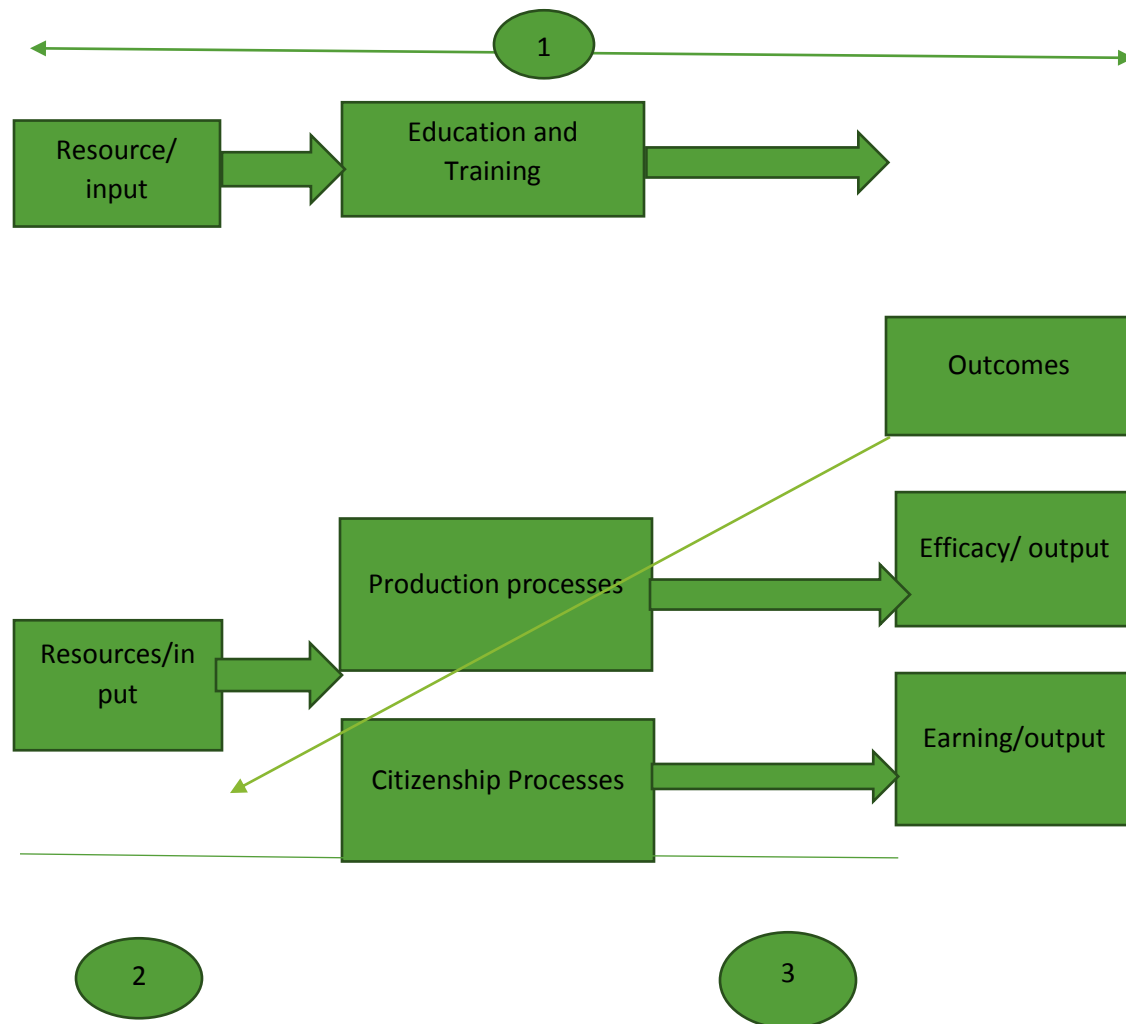
According to French (1994) that supervisors or highly skilled and experienced employee's who are autocratic in nature will only make less impact on the team members and in pushing work forward. Levitsky and Way (2002) Warns that, when employees are not allow to contribute or display their technical skills or competencies then project executions will be under performed. In contrast, Avolio *et al.*, (2004) opined that, human capital development lies in the nature of leadership excellence an employee possess, and the HRM should formulate training programs that will develop leadership skills of the supervisors to take responsibility of any given task. They further added that, training on transformational and transactional leadership programs should be given more priority in the construction field. Walumbwa *et al* (2005) noted that, supervisors with transformational leadership excellence will listen to employees, get employee committed in the organisation and that will result to team work job satisfaction in the firm. They suggested that, the human-capital-enhancing HRM practices should be coordinated properly by a means of training and communication process to empower the employees. Employees who are Committed and motivated working in an environment of trust, flexibility, good communication and empowerment with the supervisors will allow transfer of knowledge and skills that is required in the organisation and will enhance the growth of the firm (Mendenhall *et al.*, 2012). However, Ogunniyi (1996) argued that, training and development programmes initiated by the human-capital-enhancing HRM in the road construction companies must take place because at the time of employment, no one was a perfect fit for hiring. Thus, planned development programmes of HRM will bring worth to road construction

organisations in term of enhance output, reduce costs, increase morale, moulds employees' attitude, helps employees achieve better co-operation, create greater loyalty to the organisation, reduces wastage and spoilage, reduces constant supervision, improve excellence, avoid managerial obsolescence and update employees skills to new technology (Ogunniyi, 1996). Furthermore, supervisors in the construction industry need learn to adopt the transformational and transactional leadership style to salvage every giving challenges and focuses on the visions and increases the firm's performance by empowering the teams or the followers and encouraging them to develop their potential (Mendenhall *et al.*, 2012).

## **2.6 THEORETICAL FRAMEWORK OF HUMAN CAPITAL DEVELOPMENT MODEL.**

The theory of human capital is embedded from the field of macroeconomic development model (Becker, 1993). Becker's book on human capital: A theoretical and Empirical Analysis. His approach still remains the principal theoretical construct used for understanding human capital investment, both for the perspective of the individual and the organisation (Becker, 1993). From the perspective of classical Economic Theory, human capital considers labour as a commodity that can be traded in terms of purchase and sale. This classical theory very much focuses on the exploitation of labour by capital. Thus, unlike the term associated with labour, human capital refers to the knowledge, expertise, and the skills one obtains through education, training and development (Becker, 1993). Emphasising on the social and economic importance of the human capital theory, he noted that the most valuable capital is the investment in human capital (Becker, 1993).

## Human capital Theory and the Assumption explaining these relationship



### A Model of Human Capital Theory (Swanson, 2001)

Relationship 1 represents the concept of production functions as applied to education and training. The Key assumption explaining this relationship is that investment in education and training results in increased learning.



Relationship 2 represents the concept of capital relationship between learning and increased productivity. The key assumption explaining this relation is the increased learning does, in fact, result in increased productivity.

Relationship 3 represents the human relationship between increased productivity and increased wages and business earnings. The key assumption underlying this relationship is that greater productivity does, in fact, result in higher wages for individuals and enhance the company profitability. As per conclusion, human capital does contribute to the organisational advantages and profits.

The entire human capital relations represented is assessed using return-on-investment analysis or cost-benefit analysis. The human capital theory is an important agent for boosting construction companies' performance. However, this theory has shown how effective is human capital to road construction companies' performance.

## **2.7 FORMS/TYPES OF HUMAN CAPITAL DEVELOPMENT**

Human capital exists as the human element in the production process and all means of performance, because only human beings are proficient of learning, adapting, innovating and creating (Garavan *et al.*, 2001). Human capital formation can be seen as a deliberate and continuous process of acquiring requisites knowledge, skills and experience that are applied to give profitable worth to an organisation via performance (Bontis *et al.*, 2000). Since it is the experience and expertise of employees that generate value in a construction firm, it is therefore, vital to focus on the means of developing them. This research thus, focuses on learning and development as a major form of human capital development.

### **2.7.1 EMPLOYEE LEARNING AND DEVELOPMENT**

Learning and development is also known as training and development and these takes place in three interlinking phase: phase-planning, implementing and evaluation

#### **2.7.1A. PLANNING-PHASE**

(Baird and meshoulam, 1988) suggested that, Training need assessment is very important because is the first of every human capital development in every construction firm and the root of Training Need Assessment is the gap analysis. Thus, they further added that, this assessment shows the gap amid the knowledge, skills and attitude that employee in the firm presently own and the knowledge, skills and attitude that they need to meet the firm's or organisation's objectives (Baird and meshoulam, 1988). In today construction field, the Training Need Assessment has to be considered because of new changing workplace employees are exposed to, new technologies, practices and challenges (Cummings& Worley, 2014). They added that, the training needs show what is required of the employee, the department and the organisation. Ogunniyi (1996) was of the opinion that, construction firm should learn to utilise the available assets and the cost effective solutions, in order to ensure that the sources provided in training of employees are justified, in the areas were human capital development efforts are needed most and a positive return investment is guaranteed. However, Training Need Assessment is a pre-requisite for effective human capital development because just training an individual without any priority needs might cover areas that are not essential.

### **2.7.1B. IMPLEMENTATION PHASE**

(Fairfield-sonn, 1987) were of the view that, the implementation phase does two main functions; conducting the programmes, co-ordinating, monitoring and control which are carried out by the human capital developer who are the HRM and supervisors in the construction field. They added that, records and documentations are handled by the HRM for training and development.

### **2.7.1C EVALUATION PHASE**

(Aguinis & Kraiger, 2009) attributed that, evaluation phase allow the training programmes to be evaluated in order to determine how well the training was conducted because training consume both the organisational time and money. They both added that in theory, the construction firm will be able to assess the evaluation method and to know whether the organisation has derived more or less value from the amount of training programmes attended by the supervisors and the employee's. According to Crutchfield (2014) opined that, cost benefit approach, is effective in comparison of the benefits derived from the programmes with the costs invested in it. He further added, that in practice it is impossible to evaluate the cost and benefits because both are quantitative and qualitative in nature (Crutchfield, 2014).

### **2.7.2 TRAINING**

Training is a systematic development of the knowledge, skills and attitude required by an individual to perform adequately a given task or job (Fugar *et al.*, 2013). According to Becker

(2009) argued that, employees modifies their technical skills and formal behaviour through learning which occurs as a result of education, instruction, development and planned experiences. (Tabassi *et al.*, 2012) were of the view that, training permit employees to perform their job to standard and improve human performance on the job they are presently doing or they are being hired to do. Researchers like Slaughter (1998) and Osikominu (2012) suggested different approaches to which employees training programmes can be carried out. They are of the views that, employee training are classified into On-the-job Training (OJT) and Off-The-Job training.

## **2.8 CONCLUSION**

Based on the reviewed literatures visited, shows that only few construction companies in Nigeria are fully engaged in training and developing their employees (human capital) to acquire technical know-how, expertise and knowledge. Thus, for this reason is why this work is carried out to examine the implementation of the training and development programmes in TRIACTA Nigeria road Construction Company and to serve as eye opener to other construction companies in Nigeria. The study suggested that, it is very vital for an organisation to note the type of training and development needs that enhance the required attitude, behaviour of the employees' Leigh (2008) was of the opinion that many companies have not paid much attention on other types of training and development programmes that will add value to their workforce and job performance. Based on these observations, it shows that past research works has indicated that training and development in upgrading of employees technical skills, knowledge, expertise and experience in the construction firms have been overlooked Opiyo (2014). There is also need to look at how employees appreciate the training and development of their

potentials. Because few literatures reviewed show that some employees does not value the types of training and development programs they received. (Kalleberg (2012) was of the opinion that, there are some contradictions on the type of training and development programs employees are given and what the employees want. This study will give a better understanding of employees training and development which will result to improve performance over a period of time in TRIACTA. Thus, it is believed that the required gaps will be filled by this study. Finally, the many literatures on the concepts of human capital development in improving the employees training and development in TRIACTA, management model in improving human capital, forms and types of human capital development in TRIACTA in this chapter were examined.

### **3.0 CHAPTER THREE**

#### **RESEARCH METHODOLOGY**

##### **3.1 INTRODUCTION**

This chapter centres on the various methods that have been used in obtaining data and gathering information for this study. It also provides meaningful justification for the approaches and techniques that are used in conducting this study. Thus, the chosen methods as expected, access the data and information that are needed in providing answers to the research questions that were raised earlier in this study. This chapter also includes the following: the research aims and objectives, the design of the research and how it has been used in the study. The approach and the philosophy of the research, the data source and the method/procedure of obtaining the data and the size of the sample that were used, are also included in this chapter. Also, this chapter describes the structure of the questionnaires and the way it is administered as well as how the data is collected and analysed.

##### **3.2 AIMS AND OBJECTIVES OF THE STUDY**

The aims of this study are: to explore the training and development practice in TRIACTA Nigeria Limited: and to examine the impact of training and development on the effectiveness of human capital in the firm. This study focuses on the human capital development programmes especially training and development of the employees to improve the employees and firm's performance as expected. The objectives of this study include the following:

1. To examine the concepts of human capital development in improving the employees training and development of TRIACTA Nigeria Limited.
2. To examine the management model for improving human capital development (Swanson, 2001's Human Capital Theory)
3. To examine the forms/types (On-the-job Training (OJT) and Off-The-Job training) of human capital development.

In line with Sanders and Cormick (2004), successful achievement of the aims and objectives mentioned above, will help in answering the research questions.

The following are the research questions:

1. What is the level of training and development of TRIACTA Nigeria Limited employees?
2. What is the impact of training and development on employee's performance at TRIACTA Nigeria Limited?
3. What are the challenges affecting training and development of employees in TRIACTA Nigeria Limited?

### **3.3 RESEARCH DESIGN OF THE STUDY**

According to Sanders and Cormick (2004), the design of a research is the comprehensive description of the process any researcher employs in answering the research questions and achieving the objectives of the study. Research design can be descriptive, explanatory or exploratory (Yin, 2014 and Krathwolh (1993). The essence of having a research design is to provide researcher with how research is done and to give a useful frame work on designing,

implementing and evaluating the study. Research design is used for gathering relevant information on attributes, attitudes or actions of the research population by administering questionnaires to a sample or the whole population if applicable (Bronden & Abbott, 2002 Merriam (2014). This study uses the explanatory design to explain the table, percentage and graphical representation to give information on age variation and the obtained responses (Alan & Emma, 2007). The research design also helps the researcher to obtain information about the workers of TRIACTA Nigeria Limited and to be able to answer the research questions. This research uses the survey method in form of structured questionnaires to collect the needed data from the respondent. The questionnaires were designed to judiciously cover the research questions.

### **3.4 THE RESEARCH APPROACH**

The research approach is a very important part of the methodology because it describes available approaches and the one chosen in the study with the proof that it is a suitable one in reference to the application of each approach. According to Punch (2013), research approaches are mainly based on the research philosophies. Among the approaches are: positivism, interpretivism, realism and pragmatism. The positivist approach is commonly used by researchers with traditional natural science opinions (positivism), while inductive approach usually centres on phenomenology (interpretive). These research approaches are used together to explain a phenomena better (Collis & Hussey, 2003). They added that, every study must follow the scientific principles to which its application and method are processed and that, the type of research method used in any research, is the essence to which the analysis of data are collected. Thus, in choosing quantitative and qualitative method, researchers had to adopt a



criterion for not only collecting data but also making sure that the method does not undermine reliability, replicability and validity of the study. In this regards, this study has employed the positivist stance in that it allows the researcher to stand as an outsider/observer with objective view of the respondents.

### **3.5 THE RESEARCH PHILOSOPHY**

Research philosophy is stated as the development of study background, study knowledge and its nature (Lewis & Saunders, 2012). They added that, it includes precise procedures, by which a researcher creates a relationship between the research objectives and the questions. According to Ponterotto (2005), positivist philosophy is based upon the structured methodology to enable generalization and quantifiable observations and evaluate the result with the help of statistical methods. This research follows the positivist philosophy because the researcher plays the role of objective observer and analyst by evaluating the collected data and produces an appropriate result in order to achieve research aims and objectives. The research also adopted the approach of various philosophy of natural science such as philosophy of unchanging, universal law and the view of everything that occurs in nature in order to separate the researcher's emotionally from the data and its interpretation.

### **3.6 DATA SOURCES**

Researchers need to consider the source on which to base or carry out their research and findings. For this research, data has been collected from the primary source (employees of

TRIACTA Nigeria Limited) and the data were analysed in order to achieve the aims and objectives of the study.

### **3.6. A PRIMARY DATA**

This kind of data can only be obtained and collected when questionnaires are administered to the respondents. According to bowling (2005), questionnaires has to be designed in a clear way that the respondents will read and understand what the questions are all about before they respond. Designing and administering questionnaires take time and it is expensive as well as energy sapping. In this research, Survey method in form of structured questionnaires is used to collect data from the selected respondents (Sheila & Deborah, 2009). This method was used to ensure that the data collected is based on the research findings and in line with the questions that need to be answered in the study. The data obtained through this method are appropriate in achieving the study aims and objectives.

### **3.6. B SECONDARY DATA**

Secondary data can be obtained by two main research stands: the quantitative; through electoral statistics, social security, housing and census and qualitative; through semi-structured and structured interview, focus groups, field notes, and observation records and research-related document which can be used in both descriptive and exploratory research. According to Bishop (2007) that the importance of secondary data is that most of the background work needed has already been carried out by many researchers which makes it easily available compared to primary data, and this gives it a pre-established degree of validity and reliability, precision and timely. He added that, one of the problems of secondary data is that, its

relevance may be reduced because the data may be old or out-of-date and also the data information may be inaccurate.

### **3.7 SAMPLE SIZE**

According to Eng (2003), sample size is the process of making references about a population from a sample. Thus, in order to obtain an authentic primary data, useful sample size of the employees is required. This study uses a sample size of (100) one hundred respondents, representing a population of about one thousand employees of the firm. This sample was non-randomly selected from three out of seven sites of the firm, where construction activities usually go on simultaneously. The selected sites include Gombe site, Mayobelwa site and Tella and thirty (30) respondents were targeted at each site except Mayobelwa site where forty (40) respondents were targeted because it is bigger than the other two sites. The sections where the questionnaires were administered are workshop, administration, quarry and crusher, asphalt laying, marini plant and concrete sections. The respondents are both male and female (gender) employees of TRIACTA between the ages of 18 to 65 years because they make the percentage of active employees of TRIACTA by Nigeria law. The researcher is using the judgemental sampling techniques which in other words, are called purposive sampling techniques for this study. The reason why the researcher is choosing this purposive sampling is that, it helps the researcher to use wide range of sampling techniques such as expert sampling, typical case sampling, to provide justifications for the study by making generalizations from the sample that is being studied, whether such generalizations of the sampling are theoretical, analytic or logical in nature and ensuring that the aims-objectives of the study are met and the answers to the questions are provided (Tongco, 2007) . Thus, this sampling technique is used for large

sample and is informative for research when working with a case study like TRIACTA as a company (Guarte and Barrios, 2006).

### **3.8 QUESTIONNAIRE DESIGN**

According to Taylor (1998) questionnaires are commonly used method for collection of information or data from participants when evaluating educational and extension programmes. He added that it is important to keep in mind the kind of information that is required to capture the objectives and the purpose of the study and also what type of questions will best capture the information the researcher is seeking for. (Converse & Presser, 2000) suggested that, questionnaire design is the best tools that can be used for obtaining primary data information and the questionnaire is designed in a way that the respondents will be able to read, understand and answer each question they are asked as it occurs to them. The researcher introduces the purpose of the research and how the information collected will be used. The researcher also assures the respondents of their confidentiality and anonymity to all their personal information throughout the process of the study. Thus, for this study, the researcher uses structured questions where the respondents are given various options to choose in answering the questions from the questionnaire. The questions are designed in a way that ensures easy statistical analysis of the data (Converse & Presser, 2000). The respondents fill in the answers to the questions box as it appears to them without any influence from the researcher.

### **3.9 RELIABILITY AND VALIDITY OF THE QUESTIONNAIRE**

Robert *et al* (2006) stated that, validity of the questionnaires helps the researcher measured what he/she actually intends to measure. In other words, validity is concerned with the accuracy of our measurement. The questionnaire design validity has to base on the questions presented to the respondents for the research to measure, what is supposed to be measuring. The validity survey used was face validity or content validity because it enables the questions created to be based on the research carried out and the key subjects not excluded. Rangul *et al* (2008) Stated that, reliability is concerned with the consistency of our measurement that is the degree to which the questions used in a survey elicit the same type of information each time they are used under the same conditions.

### **3.10 DATA ACQUISITION**

According to Sale (2006) stated that, data acquisition is the process of sampling signals that measure real world physical conditions and converting the resulting samples into digital numeric values that can be manipulated by a computer. The researcher collected data from the primary source. The data were collected through the use of structured questionnaires. The questionnaires were administered to one hundred (100) respondents selected from among about one thousand (1000) employees of TRIACTA Nigeria Limited (Simon, 2001).

### **3.11 DATA ANALYSIS**

According to Ramsay (2006) defined, data analysis as processing of finding the right data to answer research question, by understanding the processes involved in underlying the data, recovering the important patterns in the data, and communicating the result to have the

biggest impact. Data analysis in this study was done with the Microsoft Excel application. The data were fully interpreted in form of tables and charts which show the representation of the responses. The research questions of the study are answered through the responses, using descriptive method and which also helps the researcher in analysing the result findings, recommendations and conclusion of the study.

### **3.12 LIMITATIONS OF THE STUDY**

The study encountered many challenges; such problems include the duration for the completion of the research which is short, because the duration of three (3) month is not really enough to carry out a comprehensive research of such magnitude. Another problem is the distance of each site of the company to another and ability of some of the respondents, responding to the questionnaire at due time. This is why the research resolved to use reliable gatekeeper who assisted the researcher in distributing and collecting the questionnaires among the respondents.

## **4.0 CHAPTER FOUR**

### **DATA ANALYSIS**

#### **4.1. INTRODUCTION**

In view with how this research is carried out as discussed in chapter one, the aims of the study is to examine the concepts level of human capital development in improving the organisational performance of TRIACTA Nigeria Limited, to determine the management model for improving human capital development in TRIACTA Nigeria Limited (Swanson, 2001's human capital theory) and examine forms/types (on-the-job training and of-the-job-training) of human capital development in TRIACTA Nigeria Limited. This chapter better explains how the quantitative and the in depth analysis of the questionnaires collected from the respondents provide answers in relations to the research aims and research questions of the study. In other words, it will give the statistical table presentations, chart and percentage of the respondents and proper interpretation of how the data will be analysed. Furthermore, it will be the bases on where the conclusions and recommendation will be drawn.

#### **4.2 DATA PRESENTATION, ANALYSIS AND DISCUSSION**

The Questionnaires is grouped in two categories namely section one; which include the academic qualifications of the employees in the company, the working section of each

Employees, their gender, age range and the number of years of employee's active service to the company, the data were obtained by the survey method and analysed to achieve the objectives of the study.

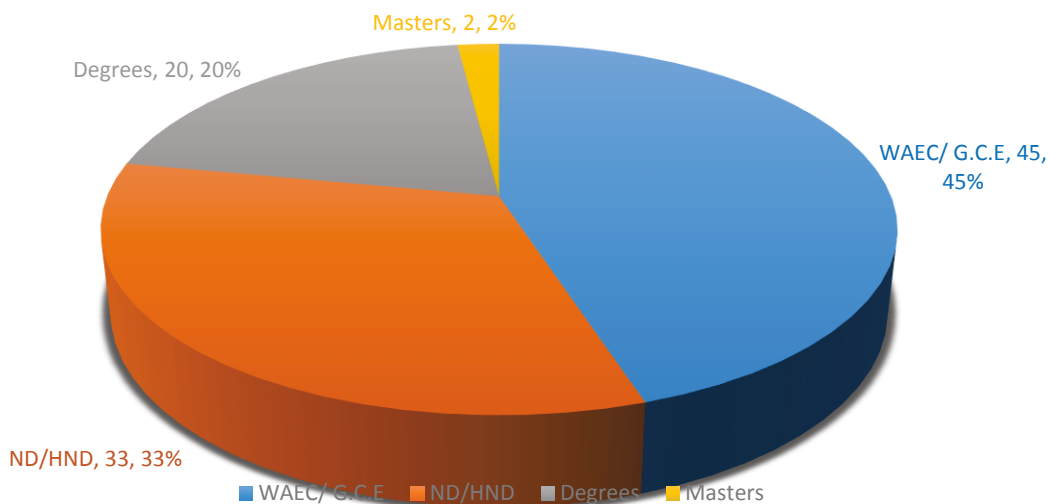
According to the findings obtained from the TRIACTA employees based on the hundred questionnaires presented and returned by the respondents, forty five of the respondents had WAEC/GCE grade level of education which means that they are semi-skilled because they can read and write, three of the respondents had obtained ND/HND diploma educational level, twenty of the respondents had obtained degrees certificate and while two of the respondents had master's degree certificate which means that they are skilled (professional) due to the level of their education. These findings are shown below in the table 4.2.1 and chart 4.2.1.

<b>EMPLOYEES LEVEL OF QUALIFICATIONS</b>	<b>NUMBERS OF RESPONDENTS</b>	<b>PERCENTAGE</b>
WAEC/ G.C.E	45	45%
ND/HND	33	33%
Degrees	20	20%
Masters	2	2%
<b>TOTAL</b>	<b>100</b>	<b>100%</b>

Table 4.2.1: The qualifications level of TRIACTA Employees



## QUALIFICATION OF RESPONDENTS

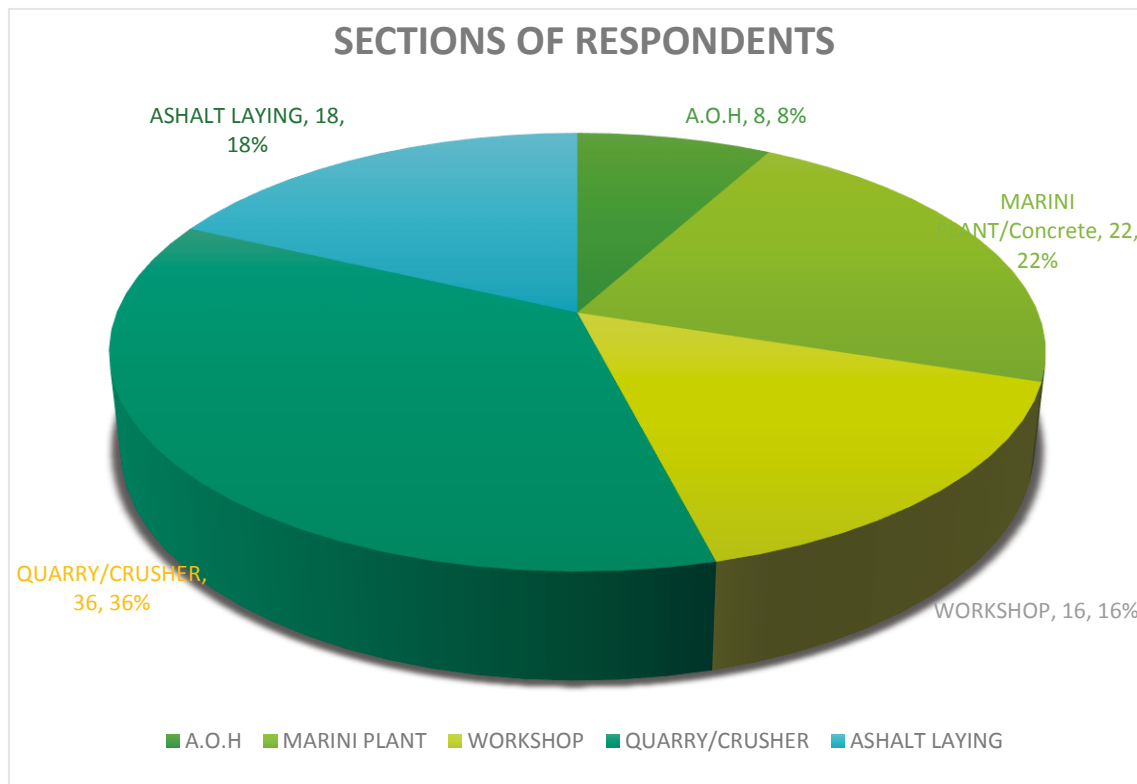


Furthermore, since most of employees in TRIACTA are semi-skilled and skilled, the level of training programs implemented in TRIACTA ought to be different from those implemented where many of the employees are unskilled who lack knowledge or competence. The below Table 4.2.2 and Chart 4.2.2 shows the distributions of TRIACTA respondents into various sections; which include A.O.H known as (area over head) that comprises the administration, finance, HR staffs, the others are workshop, quarry/ crusher, marini plant and asphalt laying. Eight of the respondents were from A.O.H section, twenty two of the respondents were from marini/concrete section, sixteen were from workshop section, and thirty six were from crusher/quarry section while eighteen were from asphalt section.

Table 4.2.2: Respondents Section.

RESPONDENTS SECTION	NUMBERS OF RESPONDENTS	PERCENTAGE
A.O.H	8	8%
MARINI PLANT/CONCRETE	22	22%
WORKSHOP	16	16%
QUARRY/CRUSHER	36	36%
ASHALT LAYING	18	18%
<b>TOTAL</b>	<b>100</b>	<b>100%</b>

CHART 4.2.2: Distribution of Respondents in Sections.



Comparing the responses of the respondents to question one and question two as shown in table and chart 4.2.1 above and table and chart 4.2.2 above. We can deduce that skilled employees with either HND, degrees or masters were made to occupy sensitive positions in every section of the company due to their experiences and because they have the ability to learn new technology, acquire specific-firm skills and knowledge faster through training and development programmes than the WAEC/GCE holders (semi-skilled) and another advantage of skilled employee's (professionals) is that they can be trained to transfer skills and required knowledge to the semi-skilled employees according to Swanson (2001) model as discussed in the literature review. He was of the view that, investing in education and training increases learning ability of the skilled (professionals) employees faster, which will result to increase in productivity and higher wages due to their level of competencies. Implementing a cross-functional skill training programs in TRIACTA will be of a great importance to both the skilled and semi-skilled employees' because they will move from one section to other sections occasional in order, to give room for transfer of knowledge and technical know-how in the firm, this answer is in line with (Bapna et al., 2013) as discussed in the literature aspect. He was of the view that, cross-sectional training and development will enhance the skills, knowledge and competence of human capital and increase their productivity. (Nick and James, 2007) added that, another advantage of cross-functional or job-rotation training programmes encourages communication knowledge transfer between the employees and increases the relationship between the skilled and the semi-skilled employees in support to technical skills transfer. In contrast, company that does not involve in training and developing their employees will result to poor performance in project execution because the employees will lack the basic require

skills, knowledge and competency to carry out the job, this answer is associated with the opinion of Teece (2000) as discussed in the literature review.

Table 4.2.3: Sex of respondents

RESPONDENTS GENDER	NUMBERS OF RESPONDENTS	PERCENTAGE
MALE	77	77%
FEMALE	23	23%
<b>TOTAL</b>	<b>100</b>	<b>100%</b>

Chart 4.2.3: Sex of Respondents

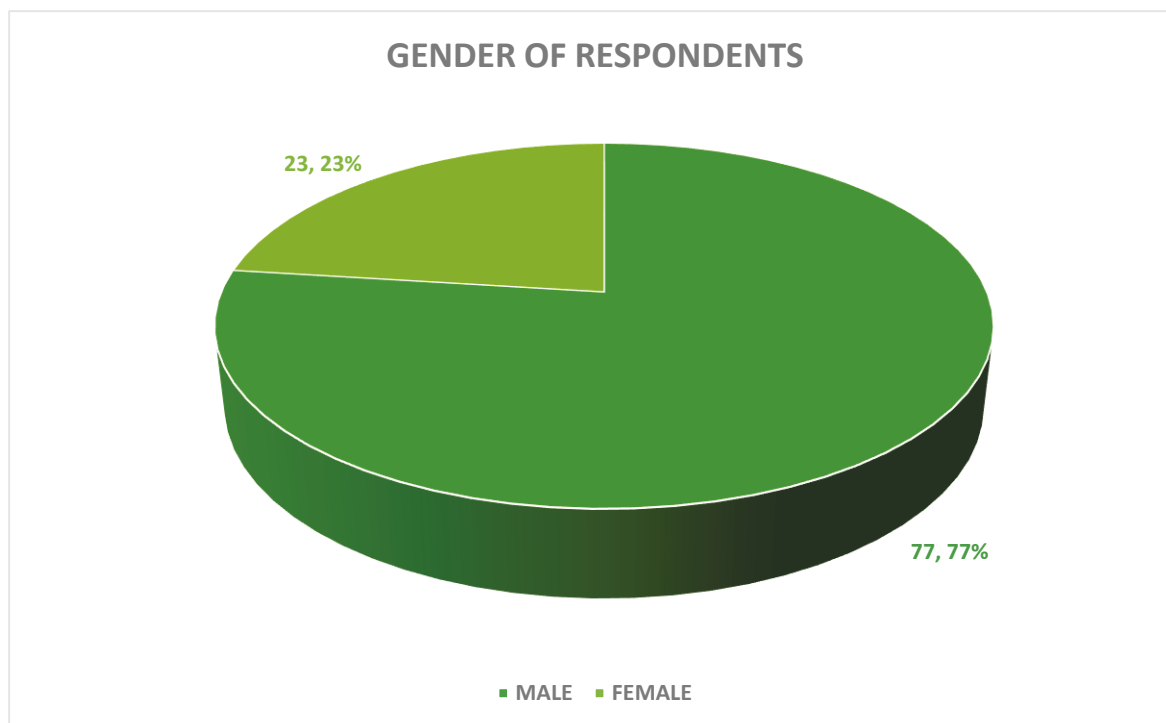


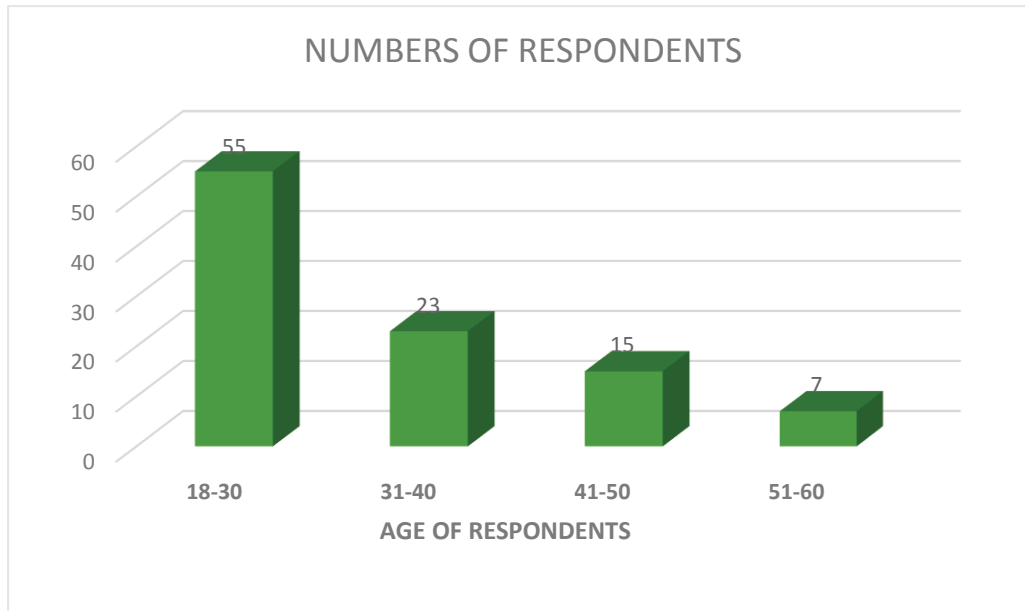
Table 4.2.3 and the Chart 4.2.3 above show the gender of the respondents in Traicta. The result shows that the seventy seven of respondents were male while the remaining twenty three of respondents were female.

Table 4.2.4 and Chart 4.2.4 below shows age distributions of respondents in TRIACTA Nigeria limited. Fifty five of the respondents were between the age arrange of 18-30 years, twenty three of the respondents were between the age arrange of 31-40 years, fifteen of the respondents were between the age arrange of 41-50 years and seven of the respondents were also from the ages arrange of 51-60 years.

Table 4.2.4: Age Range of Respondents

AGE RANGE(YEARS)	NUMBERS OF RESPONDENTS	PERCENTAGE
18-30	55	55%
31-40	23	23%
41-50	15	15%
51-60	7	7%
<b>TOTAL</b>	<b>100</b>	<b>100%</b>

Charts 4.2.4: AGE OF RESPONDENTS



However, making comparisons from the responses of the respondents in the table 4.2.3, chart 4.2.3 above, and table 4.2.4, chart 4.2.4 above from question three and question four. We can deduce that, from chart 4.2.3 above, that the company have more male employees to the female, both male and female employees are given equal right to training that allow transfer of knowledge, general and firm-specific skills and during the training programmes, the company discourages discrimination or abuse of gender differences among the employees of the organisation by applying various HRM approaches in taking any disciplinary actions against any employee that discriminate, this answer is associated with the opinion of (Odediran et al., 2013) and (Boon et al., 2011) as discussed in the area literature review of the concepts of human capital development. They were of the view that, best practice or best fit HRM

approaches can be used in settling gender disputes and in enhancing the level of human capital development in the company.

While chart 4.2.4 shows that, majority of the employees working in TRIACTA Nigeria limited are young people who are within the age range of 18-30 years and the respondents who are in the age arrange of 51-60 years are highly experience employees. This further deduce that, TRIACTA Nigeria limited have a strong workforce who are treated equally and does not believe in paying off their old staff because they possesses knowledge, general and firm-specific skills, creative ideas and experiences which can be transferred to the younger ones in operating some sensitive machinery and some computerised panel plants and equipment via training and development that will enhance their performance in the firm leading to better commitment and greater performance in achieving goals and the objectives of the firm (Nick and James, 2007).

Table 4.2.5: The duration of respondents in the organisation

<b>RESPONDENTS DURATION IN THE ORGANISATION</b>	<b>NUMBER OF RESPONDENTS</b>	<b>PERCENTAGE</b>
6MONTH - 1 YEAR	20	20%
2 YEARS - 5 YEARS	15	15%
6 YEARS - 10 YEARS	38	38%
11 YEARS - 35 YEARS	27	27%
<b>TOTAL</b>	<b>100</b>	<b>100%</b>

Charts 4.2.5: Duration of Respondents in the organisation

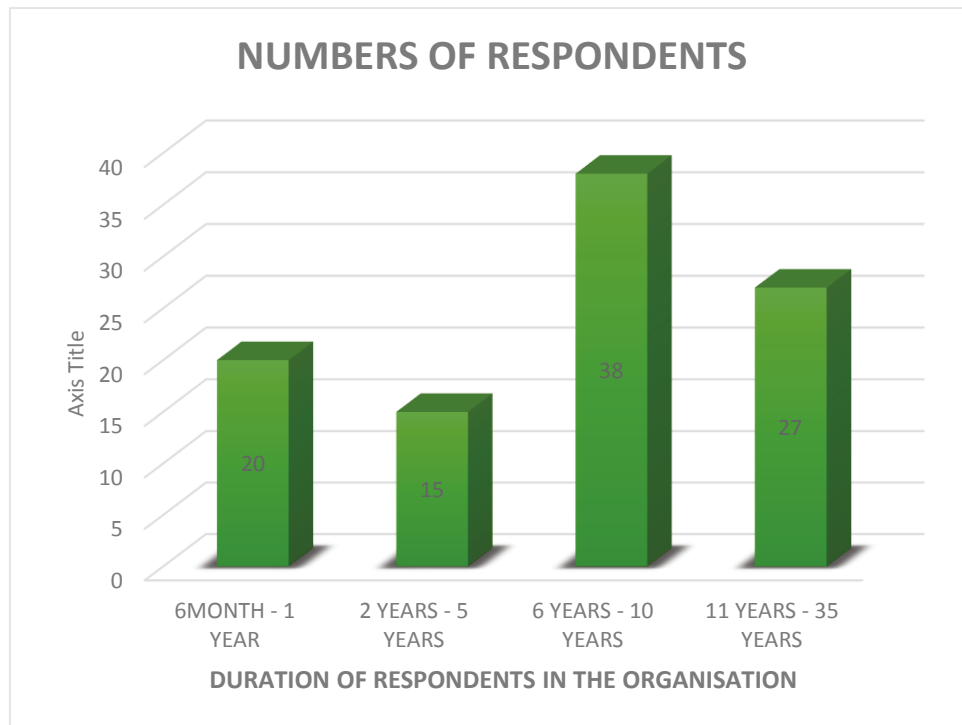


Table 4.2.5 and Chart 4.2.5 above, shows that twenty of TRIACTA respondents have worked for the organisation for less than 1 year, fifteen of the respondents have worked from 2-5 years, thirty eight of the respondents have worked from 6-10 years and while twenty seven of the respondents have worked from 11-35 years.

The Table 4.2.6 and Chart 4.2.6 below explains how frequent is training and development programs done annually in TRIACTA. Fifty five of the respondents admitted that training is carried out three times or more in their section to allow transfer of knowledge and technical skills in the company, thirty two of the respondents are on the opinion that training is carried



out twice in their section While thirteen of the respondents are of the opinion that training is carried out once in a year in their section.

In comparing the responses of the respondents in table, charts 4.2.5 above and table, chart 4.2.6 below from question five and question six. We can deduce that the number of years the employees' have spent in the organisation determines the number of times the employees' undergoes training and development programs in the organisation. However, the sections that have access to more training are the crusher/quarry, workshop, marini plant/concrete section. This is because these sections are the backbone of TRIACTA Construction Company, where machinery and equipment have to keep working non-stop and the employees are engaged in maintenance, repairs and crushing of aggregates to various sizes for asphalt production which allow employees to acquire knowledge and specific-firm skills over a long period of time. The above answers are observed to be in agreement with the view of (Felstead *et al.*, 2010) as discussed in the literature review in the area of the Concept of human capital development. They were of the opinion that, specific skills training enhance specialisation that brings maximum returns for the organisation and increases the level of employee's performance in the firm. In contrast, any company that does not invest in employee training and development programs jeopardises their own success and even survival in long term competitive advantage.

Table 4.2.6: Representing the frequency of respondents training in TRIACTA

FREQUENCY OF TRAINING	NUMBERS OF RESPONDENTS	PERCENTAGE OF RESPONDENTS
ONE TIME IN A YEAR	13	13%
TWO TIME IN A YEAR	32	32%
THREE TIME IN A YEAR	55	55%
TOTAL	100	100

Chart 4.2.6. Showing the frequency of respondents training.

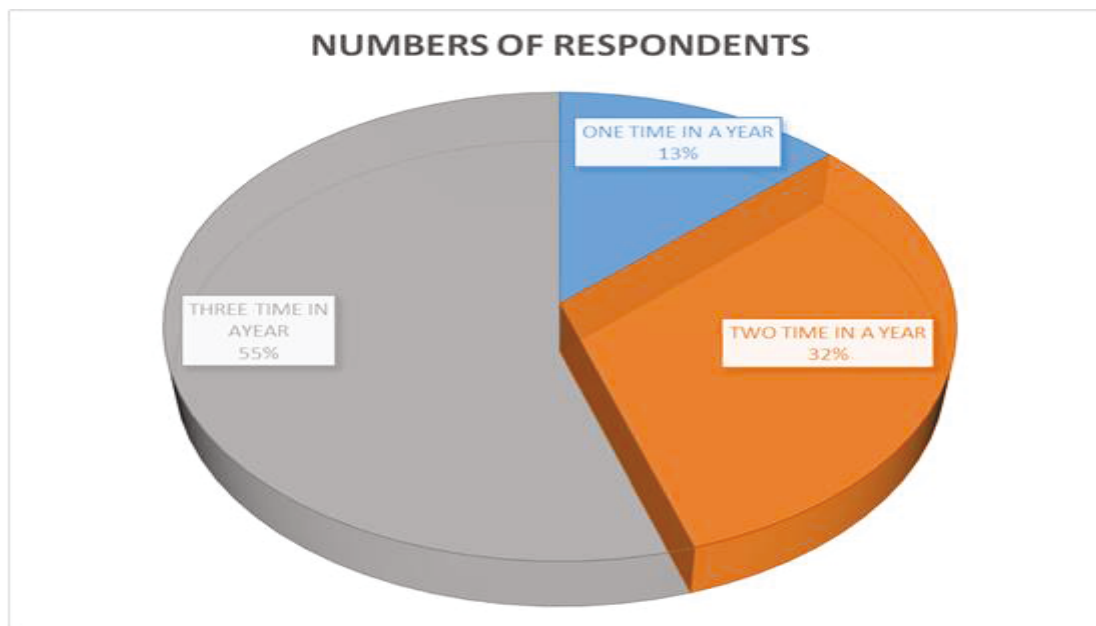
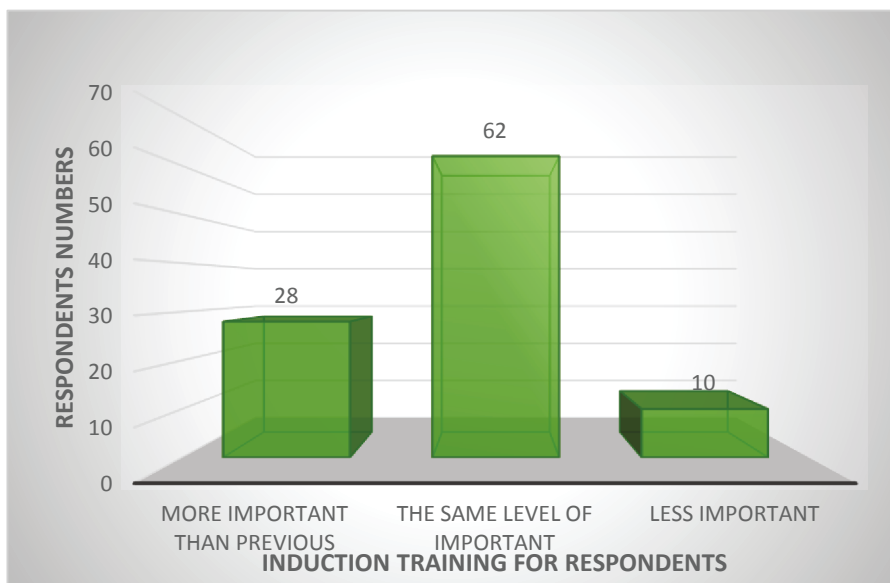


Table 4.2.7 shows the importance of respondent's induction training.

INDUCTION TRAINING FOR RESPONDENTS	NUMBERS OF RESPONDENTS	PERCENTAGE OF RESPONDENTS
More important than previous	28	28%
The same level of important	62	62%
Less important	10	10%
<b>TOTAL</b>	<b>100</b>	<b>100</b>

Chart 4.2.7 Representing the importance of induction training of the respondents.



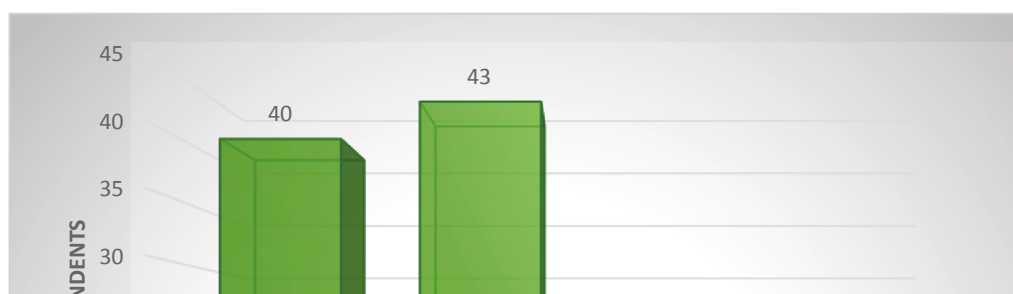
The next question try to establish how relevant induction programs is in TRIACTA and whether the company is giving more priority to it than before in term of knowledge and

skills transfer. Thus, from the table 4.2.7 and chart 4.2.7 above shows that, Sixty two of the respondents agreed that the induction training is in the same level of important, twenty eight of the respondents ascertained that induction training has improved than the previous time in TRIACTA while ten of the respondents are of the opinion that that induction training is of no important or has no impact in TRIACTA.

Table 4.2.8 Response on personal leadership training abilities

PERSONAL LEADERSHIP ABILITIES	NUMBERS OF RESPONDENTS
Good leaders inspires a subordinate potential to enhance efficiency	40
How to achieve organisational goals	43
How to enhance the staffs potential for growth and development	7
How to encourage subordinate to overlook their own self interest	10
TOTAL	100

Chart 4.2.8 Represent respondents' views on personal leadership training abilities.



The employees were asked if they received personal leadership ability training from the company, the data collected from the respondents as shown in the table 4.2.8 and chart 4.2.8 above shows that, forty of the respondents agreed that their potential were enhanced efficiently by their subordinate, forty three of the respondents were of the view that, they are given leadership training on how to achieve the organisational goals of the company, seven of the respondents were of the view that they received training on how to enhance their potential for the growth and development of the company while ten of the respondents agreed receiving training on how to encourage their subordinate to overlook their personal interest for the progress of the company.

In making comparison to the responses of the respondents in table, chart4.2.7 and table, chart4.2.8 from question seven and question eight. We can deduce that TRIACTA construction company conduct induction training for the newly recruits into all sections of the company which are (A.O.H, marini plant/concrete, workshop, quarry/crusher and asphalt laying section. Thus, those employees that are recruited are trained on the kind of job to do and this training help the employees in achieving the goals of the organisation, it also helps the employees in possessing some personal leadership abilities where the employees encourages each other in overlooking their own self interest for the benefit and success of the organisation. The available answers are in line with the view of (Nehru *et al.*, 1995) as discussed from the concepts of human capital development in the literature review. They were of the opinion that, induction training can lead to employee wage increase and enhance the employee level of competency by making knowledge and ideas widely available to the employee which will improve their work performance. Another way in which induction training has impacted positively on the employee performance is when the employee's of TRIACTA Construction Company are promoted to higher position because it helps the employees' potentials to be enhanced for the growth and development of the firm and it also enhances the employee leadership capabilities knowledge in inspiring the potential of their subordinate so that the employees' can work together as a team in various section and resolve conflicts in any given task in the interest of the company. This answers support the point of (Ogunniyi, 1996) as discussed in the literature review from the concepts of human capital development in improving the employees' performance. He was of the opinion that any employee who is trained in different leadership skills tends to improve the employee performance in supervising effectively and in solving problems encountered

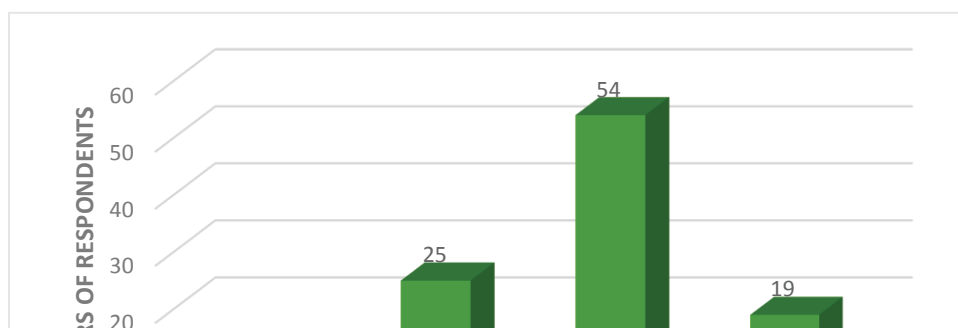
during project execution by using the skills acquired to enhance the success of the organisation.

One of the challenges affecting this type of training in TRIACTA is that, the employees should at all time be given feedback, available job-related information and updated with new knowledge and skills as the task process changes, so that the employees' morale can be high and the skills and knowledge acquired can be tap by their subordinates.

Table 4.2.9 Response on how effective is training and development enhancing employee's performance.

THE EFFECTIVENESS OF TRAINING AND DEVELOPMENT IN ENHANCING EMPLOYEES PERFORMANCE	NUMBERS OF RESPONDENTS
Ineffective	2
Some Effective	25
Neutral	54
Effective	19
<b>TOTAL</b>	<b>100</b>

Chart 4.2.9 shows respondents reactions to how effective is training and development enhancing employee's performance



Thus, investigation on how effective is training and development programs has enhance employees performance revealed that, two respondents are of the view that training and development programs which enhances employees performance is not effective, twenty five of the respondents are of the view that training and development programs which enhances employees performance has less effects, fifty four of the respondents are of the view that training and development programs which enhances employees performance is at (neutral level) in the company while nineteen of the respondents are of the view that training and development programs which enhances employees performance is effective in the company.

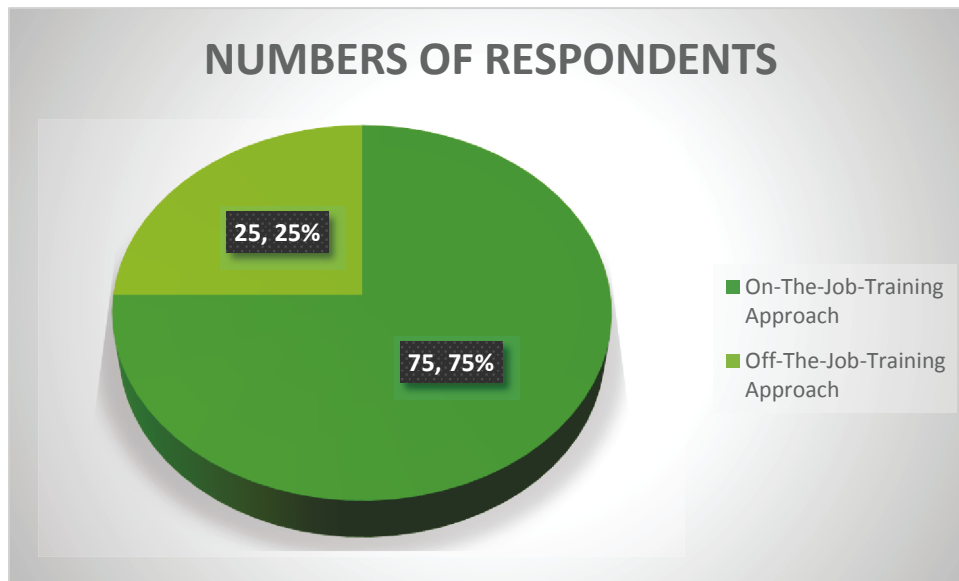
Table 4.2.10: The training approach used in TRIACTA

THE TRAINING APPROACH USED IN TRIACTA	NUMBERS OF RESPONDENTS
On-The-Job-Training Approach	75
Off-The-Job-Training Approach	25



TOTAL	100
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Chart 4.2.10: Representing the training approach used in TRIACTA



More so, the respondents were also asked the training approach TRIACTA uses in training their employee's. The above table and chart 4.10 shows the response of the respondents. Seventy five of the respondents were of the view that TRIACTA uses on-the-job-training which is also known as in-house training while twenty five of the respondents were of the view that TRIACTA uses off-the-job-training also known as out-sourcing training approach in training their employee's.

In comparing the responses of the respondents in table, chart 4.2.9 above and table, chart 4.2.10 above from the question 9 and question 10. We can deduce that, TRIACTA as a construction company uses mainly on-the-job-training approach in training their employees and the way the employees are exposed to such training approach may be the cause why most

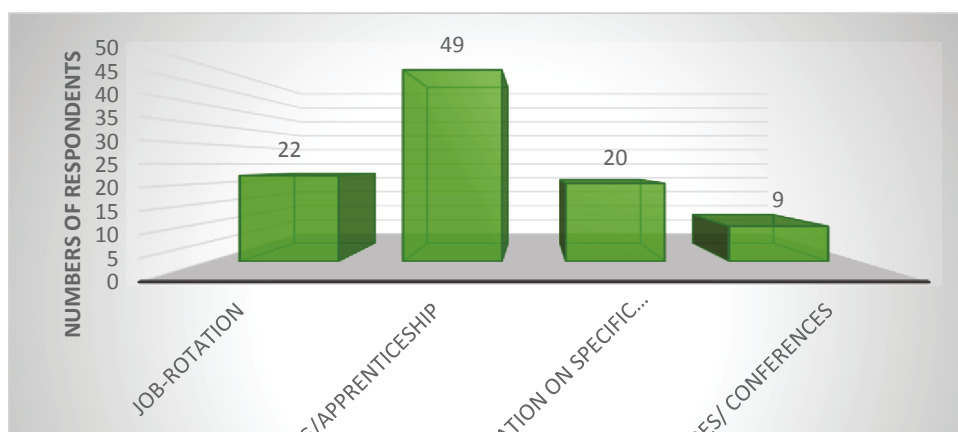
of the employee's performance is not effectively enhanced meaning it is in a neutral level and could be the reason for the company poor performance in most project execution and job dissatisfaction. This type of training approach is mostly common in quarry/crusher, marini plant/concrete, and workshop where new employees' or inexperienced employees' are trained in using new technology, learning of technical skills and knowledge of specific equipment by observing how experienced and skilled employee's perform the jobs and trying to imitate their behaviour so that the less skilled employees' can acquire and upgrade their skills in operating the new machinery. Thus, for these training programs to have positive impact on the employees' performance in the company, better alternatives are noted to be connected with the opinion of (Garavan *et al.*, 2001) and (Baird & Meshoulam, 1998) as discussed in the literature review. They were of the opinion that adopting three phases of training and development programs such as planning, implementation and evaluation phase will help to fill the gap that is expected in enhancing the employee's performance and improving the level of their competencies. They further added that, the planning phase will show the gap between knowledge, skills and attitude an employee's possess and the knowledge, skills and attitude that is required by the employee's to enhance their performance in achieving the organisational objectives of the company. The next is the implementation phase that shows which type of training and development programs is required to enhance the employee's performance and the last is the evaluation phase which helps to evaluates the training programs by providing feedback to ensure that the employee's technical skills, knowledge and attitude has enhanced their performance in the company. The impact of adopting such training needs is that the employee's of TRIACTA will be more knowledgeable, skilful and highly

competent in operating sensitive machinery and equipment in various sections during the in-house-job-training programs. However, TRIACTA has embraced off-the-job-training approach, most especially for the employee's in (A.O.H) section who are allowed to attend seminars, conferences/lectures outside the company environment and the purpose of such training programs is to enhance the level of employee's performance via the knowledge and skills gained in modern machinery and equipment to meet to best practice in field work and project execution for the firm. These answers are in line with the views of (Tabassi *et al.*, 2012) as discussed in the literature review. They were of the view that, skills and knowledge obtained from off-the-job-training programs permits the employee's to do their job to standard and improves the level of employee's performance in road project execution.

Table 4.2.12: Shows the method of training and developing TRIACTA employees'

METHOD USED FOR TRAINING AND DEVELOPMENT	NUMBERS OF RESPONDENTS
Job-Rotation	22
Coaching/Apprenticeship	49
Orientation on specific machinery	20
Lectures/ Conferences	9
<b>TOTAL</b>	<b>100</b>

Chart 4.2.12: Represents the method used in training and developing TRIACTA employees'



More so, the respondents were asked which of the method listed is frequently used in training employees in TRIACTA. Twenty two of the respondents selected job rotation, forty nine of the respondents selected coaching/ apprenticeship, twenty of the respondents selected orientation on specific machinery while nine selected lectures/conferences. These findings are shown above in the table 4.2.12 and chart 4.2.12.

Table 4.2.13: Shows the challenges affecting the employees training and development in TRIACTA

THE CHALLENGES AFFECTING EMPLOYEES TRAINING AND DEVELOPMENT IN TRIACTA	NUMBERS OF RESPONDENTS
Finance	17
Workers Mobility	51
Employees' work locations	32
<b>TOTAL</b>	<b>100</b>

Chart 4.2.13: Representing the challenges affecting employees training and development in TRIACTA



The respondents were also asked which of the following challenges affected their training and development programs in TRIACTA. Thus, from the table 4.2.13 and chart 4.2.13 above shows that, seventeen of the respondents selected finance, fifty one of the respondents selected workers mobility while thirty two of the respondents selected employees' work location as the major challenges affecting training and development in TRIACTA.

Therefore, in comparing the analysis result of table 4.2.12, chart 4.2.12 with table 4.2.13, chart 4.2.13 from question 12 and question 13. We can deduce that the most common method used in training and developing of quarry/crusher, marini plant/concrete and workshop section employee's is the through coaching/apprenticeship. For this reason the less skilled and inexperienced employees in these sections need coaching/apprenticeship training from the experienced and highly skilled employee. One of the challenges affecting such training and development of the TRIACTA employees in these sections is the issues of finance and workers mobility. Quarry/crusher section needs finance to purchase adequate drilling bits for drilling wagon machine and enough blasting materials, marini plant/concrete section needs finance to

purchase spare parts and tools and the workshop section needs finance to purchase mechanic tools for repair of machinery and equipment. Another challenge that affects training and development of these sections employee's is the workers mobility, due to the nature of how TRIACTA operate most of the experienced and highly skilled employees of the company are in short term contract and relocating this highly skilled and experienced employees to another sites becomes very difficulty leaving their family behind and this could make the coaching/apprenticeship training of the inexperience and newly employee's in these sections in acquiring firm-specific/technical skills and knowledge difficult. This answer is in line with the (Swanson 2001) human capital model as discussed in the literature review. He was of opinion that company that invest in training their employee will increase the learning ability of the employee and the employee level of productivity and which in order word increases the employee wages, instil employees confidence and enhances the company profitability. The asphalt laying section of TRIACTA employees are used to this kind of training and development method known as orientation on specific machinery because the section uses different type of new asphalt laying machinery and equipment in laying of asphalt on the road such as finishers, hand rollers, steal rollers, tyre rollers, compactors and milling machine. The employees needs to be oriented on how these machine operate and how to use these kind of machinery and equipment, the highly trained and experienced employees will have to train those that are less experience and does not know how this machinery and equipment are used and in the process of such training, knowledge on specific machinery and specific-firm skills are transferred to the inexperience and less skilled employees undergoing such training. The major challenges affecting the employees in this section during the training and development program is the

employee's work location and workers mobility because most of the new sites do not have available equipment and machinery where the employees can learn or be oriented on how these machinery and equipment operate, some site only have just one single machine and the highly skilled employees find it hard in transferring skills and knowledge using this single machine on numbers of less skilled and inexperienced employees and those highly skilled employees who are on short term contract find it difficult in relocating to another area leaving their family behind and this could affect the knowledge transfer on specific machinery and technical skills transfer difficult on those inexperience employee's. This answer support the point of (Nick and James 2007) as discussed in the literature review. They are of the opinion that TRIACTA should pay more attention on the type and method used on training and development programs that will add value to their workforce and enhance the level of the employee's job performance. The A.O.H section employee's of TRIACTA acquires general skills and knowledge that enhances their performance by attending lectures and conferences outside the work environment and through job rotation where the less skilled employee's are allow to go to the HR, account, computer office to learn, obtain knowledge and general skills from the highly skilled and experienced employees in the (A.O.H) section of the company. The main challenges affecting this section is the availability of finance to the employee's from the company to attend training via lectures/conferences outside the company environment and the workers mobility where some of the highly skilled and experienced employee's of the company are in short term contract and relocating them to another new site and leaving their family behind will hamper the transfer of knowledge and skills to new and inexperience employees in the company. This answer supports the view of (Kalleberg (2012) as discussed in the literature

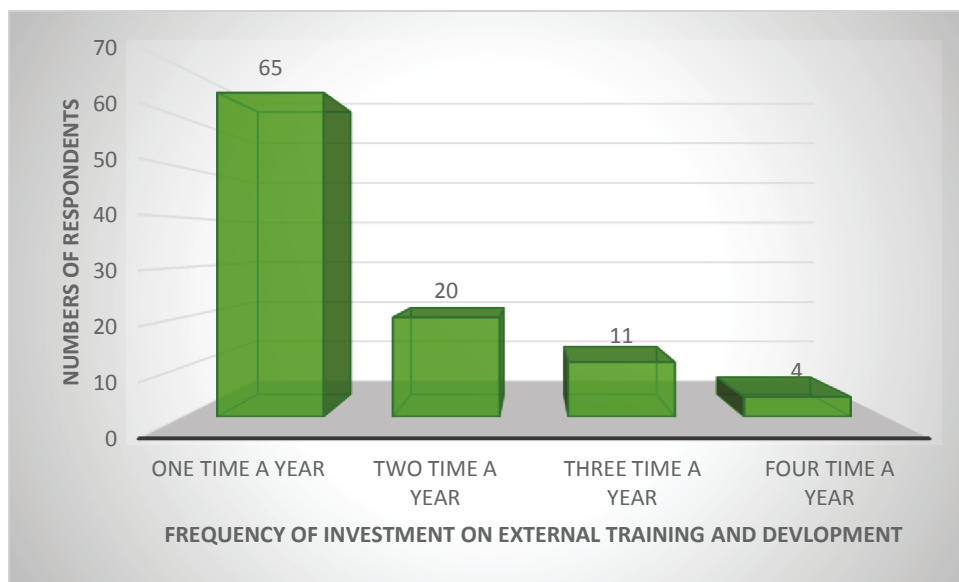
review. He was of the opinion that, there are some contradictions on the type of training and development programs employees are given and what the employees want and he further added that, skilled and experienced employees when being transferred to another site that their family should be put into consideration.

Table 4.2.11: Shows how frequent does TRIACTA invest on external training and development programs.

<b>FREQUENCY OF INVESTMENT ON EXTERNAL TRAINING AND DEVELOPMENT</b>	<b>NUMBERS OF RESPONDENTS</b>
One Time a year	65
Two time a year	20
Three time a year	11
Four time a year	4
<b>TOTAL</b>	<b>100</b>

Chart 4.2.11: Shows how frequent does TRIACTA invest on external training and development programs.





In addition, the table 4.2.11 and chart 4.2.11 shows the responses of the respondents on how frequent does TRIACTA invest on external training and development programs for their employee's. Sixty five of the respondents revealed that the company invest in external training once in a year, twenty of the respondents admitted that the company invests in external training for the employees twice a year, eleven of the respondents admitted that the company invests on external training for the employee's thrice in a year while only four of the respondents agreed that the company invests on external training for the employee's four times in a year.

Table 4.2.14: Shows the benefit of respondents from training and development programs

UTILISED BENEFITS OF EMPLOYEES' TRAINING AND DEVELOPMENT	NUMBERS OF RESPONDENTS
Better knowledge of equipment	32
Interpersonal Skills	25

Computer Skills	18
Communication Skills	16
Conflict resolution Skills	9
<b>TOTAL</b>	<b>100</b>

Chart 4.2.14: Shows the benefit of respondents from training and development programs



The respondents were asked how they have benefitted from the training and development in TRIACTA. The table 4.2.14 and chart 4.2.14 above shows the responses of the respondents to the questions, Thirty two of the respondents selected better knowledge of equipment skills, twenty five of the respondents selected interpersonal skills, eighteen of the respondents selected computer skills, sixteen of the respondents selected communication skills and while nine of the respondents selected conflict resolution skills.

Table 4.2.15: What type of training and development are you exposed to in TRIACTA

THE TYPE OF TRAINING AND DEVELOPMENT PROGRAMS EMPLOYEES ARE EXPOSED TO	NUMBERS OF RESPONDENTS
Management	4
Supervisory	33
Leadership	15
Computer Skills	6
Knowledge of Specific Equipment	42
<b>TOTAL</b>	<b>100</b>

Chart 4.2.15: Shows what type of training respondents are exposed to in TRIACTA.



The respondents were asked what type of training they are exposed to the company, four of the respondents selected management training; thirty three selected supervisory training, fifteen of the respondents selected leadership training, six of the respondents selected computer training and forty two selected training on knowledge of specific equipment.

In comparing the responses of the respondents in table 4.2.11, chart 4.2.11, table 4.2.14, chart 4.2.14 and table 4.2.15, chart 4.2.15 from the question 11, question 14 and question 15. We can deduce that investment on external training and development programs is very important for TRIACTA employees especially the highly skilled and experience employees so that they can upgrade their skills, knowledge and expertise to learn from other specialist and enhance their competence and allow other employees to tap from their knowledge and skills in the firm. Thus, TRIACTA invest on external training and development programs for some of the skilled employees from A.O.H, marini/concrete, workshop, quarry/crusher and asphalt laying section to acquire general-firm skills and knowledge in supervisory, leadership, communication, conflict resolution and interpersonal. Because such training and development programs equip the skilled employees on how to relate with their subordinates, communicate better as a team, take the responsibility of leading a team as a leader and supervise effectively by solving any complex problems and resolve work place conflicts easily. This answer is associated with the opinion of (Crutchfield, 2014) as discussed in the literature review. He was of the view that, human capital development can be ascertained as an important component, when employees are viewed as assets used for competitive advantage. He added that, investing on the employee strategically through learning and development programmes has a progressive effect on the employee's engagement in the firm. The employee's in A.O.H Section needs frequent investment on external training and development on the area of management, leadership and computer skills training especially those of the employees that are being groom for promotion to take any managerial position in TRIACTA. This answer is related to the view of (Toor and

Ofori, 2008) as discussed in the literature review. They were of the opinion that, development of employee's competency or various skills is very important for a construction industry to remain active in decision making because it makes construction professionals work in team and display a positive leadership ability to lead and perform job effectively. Employees in asphalt laying section of TRIACTA needs frequent investment in external training and development on the area of better knowledge of specific equipment so that they can operate any of the asphalt laying equipment and machinery effectively and efficiently.

#### **4.3. DISCUSSION OF THE FINDINGS**

The data obtained from the respondents has help to give answers to the research questions and also have satisfied the objectives of the study. The responses obtained from the respondents have been used in the discussion of all research questions.

This study showed that, consistent training and development will have positive impact on TRIACTA employee's technical skills, leadership, management and knowledge of specific machinery, because the training and development programs initiative is in compliance with some results from other researchers. Thus, this entails that training and development programs offered by TRIACTA will have a great effect on the employee's to carry out their jobs efficiently due to enhanced level of general and specific-firm skills, knowledge and expertise acquired.

(Levitsky and Way, 2002) stated as reviewed in the literature review that, training and development of employee's in construction firms will enhanced employee's specific skills and competencies to achieve the objectives of the organisation.

Secondly, the study showed that, leadership training is highly needed in TRIACTA. The leadership training that is required is associated with the opinion of (Walumbwa *et al.*, 2005) as reviewed in the literature review. He stated that employees who have transformational and transactional leadership skills training will work as a team and be involved in problem solving. He added that, employees in construction firm need this type of training to improve in the excellence of work they will execute, because supervisors or highly skilled employees who are autocratic or authoritative will make the execution of road project poor.

More so, the finding of this study showed that, TRIACTA employee's value specific knowledge on machinery and supervisory skills training that are offered to them. This means that this type of training is really having impact on the employee's technical skills and competency. According to (Teece (2000) argued that investing on such specific training skills will yield additional output for the firm.

Furthermore, training and development of employee's computer skills, communication, interpersonal, conflict resolution and management skills offered to the respondents in TRIACTA calls for improvement. TRIACTA should ensure that the employee's can be able to communicate well the job task and interpret the road design to their teams or subordinates and enhance their relationship as a team through interpersonal training programs in the firm. According to

Rastogi (2000) argued that, the implication of construction firm not upgrading the technological skills of their employees will lead to poor service delivery in the firm.

In conclusion, it has been observed that, training and development in acquiring of relevant technical skills, knowledge and competency are very important in developing of human capital in construction companies in order to achieve the desire outputs and enhance the employee's performance in the firm.

## **5. 0. CHAPTER FIVE**

### **5.1 CONCLUSION**

The reason for this study is to examine the concepts of human capital development in improving the employee's training and development of TRIACTA Nigeria limited, to determine the management model for improving the human capital development in TRIACTA (Swanson, 2001's human capital theory) and as well as to examine the forms/types of human capital development of employees in TRIACTA. Thus, since employees obtain basic skills, knowledge, experience that make them competent in one form or the other, managements of organisations need to improve in term of training and developing their workforce to acquire these specific skills, general skills and knowledge that are important in maintaining high excellence road project execution and delivering good services to their clients who are majorly federal and state government in Nigeria (Ibrahim *et al.*, 2014). The study focus was on the improvement of (human capital) employee's skills, knowledge and competency through training and development in construction companies, most especially TRIACTA.

Based on the analysis of the study, it is very clear that training and development of employees in enhancing their basic skills, knowledge, experiences and expertise is not a new concept to the construction firms. It is important to know that, the skills, knowledge and competency an individual need to perform work or execute road projects might be different from the skills, knowledge and competency that is required in communication or manufacturing industries as attributed by Culpepper (2003) in the literature review. He added that, the training and development programs that have positive effects on construction employees might have negative effects on those employees in other industries. In attaining to the first objectives of the study, which is to examine the concepts of human capital development in improving the employee training and development of TRIACTA. This was found out that training and



development will have positive impact in making human capital productive in all the sections of the firm and increase financial gains for both the employee and the firm suggested by (Teece, 2000). He was of the opinion that, the type of training and development offered to TRIACTA employees need to have significant effects in transforming the entire workforce as the most valuable assets in order, for the employees to improve in the completion of major projects at due time.

However, employees of TRIACTA value specific skills on better knowledge of equipment and machinery offered to them through training and development program, based on the research carried out on this study because as a construction company such skills help employees to improve efficiently in their task and stimulate the employee's interest in being creative in the organisation. Supervisors or highly skilled employee's should ensure that they find out and lay emphases on the types of training and development programs that will improve the specific skills, knowledge and enhance competency of the human capital and transfer it to the inexperience and less skilled employee's in all the sections of the company (Teece, 2000). This is because employees will put in their best to job, if they are giving the right kind of training in the company.

More so, the study shows that TRIACTA employees need to learn different skills in other for them to be multi-skilled so that the employees can take the lead, set and attain the objectives of the firm and also for the employees to work together as a team and resolve conflicts in any given task in the interest of the company (Toor and Ofori, 2008). Supervisor or highly skilled employees should ensure that the less skilled employees are trained and developed in many

skills because this will enhance their performance, responsibilities and make them discipline in all the sections of TRIACTA.

More so, the study revealed that, the on-the-job-training approach in TRIACTA is not equal to off-the-job-training approach in the company. Howbeit, this indicate that TRIACTA need to do more to ensure that off-the-job-training is giving more priority so that the employees, and supervisors can learn specialised new skills and knowledge in modern machinery and equipment in order to enhance best practice and cost saving for the company. Areas like modern computer applications, high sensor earth work machinery that are very sensitive, training for skills and knowledge in these area can be encourage by allowing the employee's and supervisors to attend conference/lectures and seminars outside the working environment of the firm to enhance the skills of the company's human capital for better service delivery. Because most of the highly skilled employees and supervisors have not updated their skills and knowledge in line with the technological world and the implication is that, it will result to poor performance of project executions and the employees will not be able to put in their best if they don't have the skills, expertise and knowledge as expected, suggested by (Bontis *et al.*, 2000) in the literature review.

More so, the study revealed that, the training and development that enhances employee's performance is not very effective in TRIACTA. It shows that, more is needed to be done to ensure that the employee's becomes effective. Introduction of planning phase, implementation and evaluation phase during training and development programs by the HRM for the supervisors and employee's will be helpful, because the gaps that has to be fill, the training needs and the required feedback can be easily discovered that will enhance the employees

skills, knowledge and attitude in TRIACTA and bring investment return for the company and improve the level of employees performance in the firm, these suggestions are made available by (Baird and meshoulam, 1988) as discussed in the literature review.

Howbeit, the study shows that it is very important for TRIACTA to note the main challenges affecting their employees and ensure that the employees who are highly competent, skilful and knowledgeable and well experienced are retained, by relocating their family to the new environment and also to ensure that the work location is made conducive for their employees to do their job, and endeavour to release fund for every relevant training and development programs that will enhance the human capital skills and knowledge in the organisation and by making sure that available tools and training facilities are provided during the training programs (Opiyo, 2014).

Furthermore, the study shows that most of the supervisors and highly experienced employee's of TRIACTA are lacking in areas of communications with the less skilled employees because of language barriers and cultural differences. The management should encourage self-development training programs in this area where the supervisors and employee's can have access to learning materials, attend lectures to increase their professionalism and personal commitment by improving in their communication knowledge and enhance their understanding, so that effective team working can be attain because the employees will understand what is communicated and what is expected of them to deliver good job and meet the target of project execution. The implication of not encouraging such training will lead to lack of understanding between the supervisors, highly skilled employee's and the less skilled and inexperienced employees and the relevant skills, knowledge and behaviour may be difficult

to be transferred and could result to poor project performance attributed by (Mendenhall *et al.*, 2012).

## 6.1. RECOMMENDATIONS

Based on the finding of the study, it is very important that the management of construction companies in Nigeria should take note the following recommendation on training and development programs that will transfer the require technical skills, knowledge, expertise and enhance the competency of their employee's. First, management should ensure that they provide the specific skills and knowledge for their employees for a particular kind of job speciality. This is because if supervisors and highly skilled employee's does not provide this kind of training of specific skills to their employees, the employees will lack the adequate skills and knowledge to the job assign to them and this will result to poor service delivery, wastage of materials and damage of machinery and equipment and also will increase the demands on constant supervisions, and this may signal that the supervisors and highly skilled employee's does not know the job or are not trained for such type of work (Fugar *et al.*, 2013).

From this study, the respondents showed that, one of the major challenges affecting the effective human capital development is employee's mobility. The management should ensure that employees that are well trained and developed are giving long term contract in the company and their families should be relocated to any new site where such employees are transfer to, so that they can enhance their basic skills and contribute to the success of the company in executing road projects (Ogunniyi, 1996). On the area of work locations, the company should ensure that employees are provided with good working tools and equipment and also machinery should be made accessible to the those with specific skills on how to operate such machinery which will serve as a means of motivation for the employees to display

their skills and enhance their competency in meeting to the target of the firm (Mincer and Becker, 1964).

More so, in order for the employees to enhance their specific-firm skills and knowledge in the company, the management should ensure that those supervisors that cannot communicate in a language that the employees will understand are further trained in communication skills so, that they can transfer the basic skills and knowledge required and communicate effectively with the employees and project partners in job performance and building an effective working team (Mendenhall *et al.*, 2012).

More so, the study also revealed that orientation on specific machinery and lectures as a method of transfer of basic skills and knowledge for the employees need more emphases. The management should ensure before any machinery is operated by the employees, the supervisors should ensure that the employees are giving lectures or oriented on how to use such machinery so that basic skills acquire by the employee can be effectively utilised when operating such machinery to deliver good job and reduce break down that will affect the road project performance (Hills *et al.*, 1997).

Thus, from the study, the respondents also indicated that their skills on conflict resolution are very poor. The supervisors should ensure that employees are trained on the area of resolving of conflicts in team work and find solutions to any problem encounter when performing their job to attain to the objectives of the firm. The management should also create a medium to which the employees can again computer knowledge and skills that are relevant to the field work and in order to use such applications in making the work easier in executing the road projects based

on the opinion of Rastogi (2000) as discussed in the literature review. Management should encourage interpersonal skills programs where the employees can obtain such skills on how to relate with each other and discuss issues that are related to the job and allow better ways to which they can acquire various skills from each other in the company because this will help the employees to become capable of taking initiatives and using creative ideas to develop their proactive attitude (Garavan *et al.*, 2001).

More so, the study revealed that, the majority of workforce of TRIACTA is from the age range of 18-30. Construction companies should ensure to maintain such a group of workforce because they will be agile, flexible and strong to learn new skills, acquire knowledge that are relevant for the firm and also to encourage other old experience employees by promoting them and increasing their wages for them to transfer their experiences, skills and knowledge for the success of the firm (Karlin & Valdivia, 2011).

## **6.2 FUTURE RESEARCH SUGGESTIONS**

More studies could be carried on the training and development of the employees in construction companies of Nigeria, between the links of qualitative leadership areas; the autocratic and democratic styles and how these can have significant effects on the employees in reducing constant supervisions on projects, reducing wastages and spoilage of construction working tools, equipment and machinery and contributes to the literatures of human capital development in Nigeria. More so, studies could also look into the aspects of effecting other measures like, providing constant feedbacks on any assignment that will increase the knowledge and technical skills of employees in the construction firms of Nigeria and provide

encouragement where there is need for employees to improve in their learning processes and developing their capabilities and enhance their competencies. Other areas, like employee's engagement, employee's performance, talent management, employee's adaptability and retention strategies, workforce optimization, employees capability and also motivations can be included in the further studies. Focus group, observation and interviews which are various forms can also be encourage to be used for gathering data for further study. Finally, more studies are required in the areas of wage (pay increase rise) in construction companies of Nigeria. The values placed on employees as a vital assets will determine the level of display of their skills, knowledge, expertise and experience for the growth of the firm and also the studies can explores more areas that are not added in this study were companies can invest more into various aspect of human capital. This will help organisations to attain greater performance but also will ensure that construction firms remain competitive and sustainable in every project.

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# APPENDIX



## Ethic Approval



Date: 6<sup>th</sup> March 2015

Dear Solomon,

Student Name:	Solomon Emmanuel
Student ID Number	1238236
Project Title:	The Effectiveness of Human Capital Development in Triacta Nigeria Limited (Road Construction Company)
Project/Dissertation Module Code:	MK7227
Supervisor Name:	Wilma Garvin

I am writing to confirm the outcome of your application to the University Research Ethics Committee (UREC), which was considered at the meeting on Friday 27<sup>th</sup> February 2015.

The decision made by members of the Committee is **Approved**. The Committee's response is based on the protocol described in the application form and supporting documentation. Your study has received ethical approval from the date of this letter.

Should any significant adverse events or considerable changes occur in connection with this research project that may consequently alter relevant ethical considerations, this must be reported immediately to SREC. Subsequent to such changes a revised research ethics application form should be completed and submitted to SREC.

### Approved Research Site

I am pleased to confirm that the approval of the proposed research applies to the following research site.

Research Site	Student Name/Local Collaborator
University of East London	Solomon Emmanuel

### Approved Documents

The final list of documents reviewed and approved by the Committee is as follows:

Document	Tick where included
SREC Application Form	✓
Participant Information Sheet	✓
Consent Form	✓
Questionnaire/Interview guide	✓
Letter of Consent (Organisation or Company)	✓

Approval is given on the understanding that the [UEL Code of Good Practice in Research](#) is adhered to.

Please ensure you retain this letter for your records.

With the Committee's best wishes for the success of this project.

Yours sincerely,



**Dr Raoul Bianchi**  
Reader in International Tourism and Chair, SREC  
School of Business and Law  
University of East London  
Docklands Campus, University Way  
London  
E16 2RD

Tel: 020 8223 2250

Email: [r.blanchi@uel.ac.uk](mailto:r.blanchi@uel.ac.uk)



# APPENDIX

## SCHOOL OF BUSINESS & LAW



Dear Respondents,

I am a post graduate student of International Human Resource Management of the University of East London. I am conducting a research on the Effectiveness of human capital development in TRIACTA Nigeria Limited. Please, I need your sincere answers to the following questions in the questionnaires provided below and your responses will be highly treated with utmost confidentiality. The essence of this is for academic purposes of my study. Please, do not include your names on the questionnaires as a proof of your confidentiality guarantee and your response will not take up to 5-10 minutes of your time.

Thank you.

Yours Sincerely,

Solomon Emmanuel

# Research Questionnaires

For each question, please tick the box [ ] that correspond with your answer and ensure your answer should be related to your experience in the TRIACTA Nigeria Limited.

## Section A.

1). What Qualification do you have?

W.A.E.C/ G.C.E [ ]

ND/ HND [ ]

Degree [ ]

Masters [ ]

2).What is your Section?

A.O.H [ ]

Marini Plant [ ]

Workshop [ ]

Quarry/ Crusher [ ]

Asphalt Laying [ ]

3).What is your Gender?

Male [ ]

Female [ ]

4).What is your age arrange?

18-30 [ ]

31-40 [ ]

41-50 [ ]

51-60 [ ]

5).How many years have you been working with TRIACTA Nigeria Limited?

6months- 1years [ ]

2 years- 5 years [ ]

6 years- 10 years [ ]

11years- 35 years [ ]

## **SECTION B**

6).How often do you attend Training in a year in TRIACTA Nigeria Limited?

Once in a year [ ]

Twice in a year [ ]

Thrice in a year [ ]

7).Is employee Induction Training given more priority now in TRIACTA Nigeria Limited than in the past?

More important than previous [ ]

The same level of important [ ]

Less important [ ]

8).Which personal leadership abilities are important for a good leader?

Accurately perceive, appraise emotion

[ ]

Access or generate feelings on demand when they facilitate understanding of self or others

[ ]

Understand the knowledge that is derived from emotions

[ ]

Regulate emotions to promote both emotions and intellectual growth

[ ]

9).How effective has training and development been enhancing employee performance in TRIACTA Nigeria Limited?

Ineffective [ ]

Some effect [ ]

Neutral [ ]

Effective [ ]

10).The source of training are on-the job training and off-the job training; which one of these sources is mostly used in TRIACTA Nigeria Limited?

On-the-job Training [ ]

Off-the-job Training [ ]

11).How often does TRIACTA Nigeria Limited invest in external training and development?

One time a year ( )

Two time a year ( )

Three time a year ( )

Four time a year ( )

12).What method of Training employees is frequently used in TRIACTA Nigeria Limited?

Job Rotation ( )

Coaching/ Apprenticeship ( )

Orientation on specific machinery ( )

Lectures/conferences ( )

13).What are the challenges of training and development of employees in TRIACTA Nigeria Limited? Please Tick one only.

Finance ( )

Workers' Mobility ( )

Employee's work location ( )

14).How have you benefitted in improving your knowledge, skills and attitude through Training and Development?

Better knowledge of equipment ( )

Interpersonal skills ( )

Computer skills ( )

Communication skills ( )

Conflict resolution skills ( )

15).State the type of training of development that you been exposed to in your section

Management ( )

Supervisory ( )

Leadership ( )

Knowledge of specific equipment ( )