



HUMAN CAPITAL DEVELOPMENT AND EMPLOYEE PRODUCTIVITY OF BEVERAGES MANUFACTURING FIRMS IN PORT HARCOURT

Onyekachi Scott¹, Professor Henry Ozuru²

¹Ph.D. Student, University of Port Harcourt Business School, Port Harcourt, Nigeria

²Department of Marketing, University of Port Harcourt, Choba, Nigeria

ABSTRACT

The study investigated the relationship between human capital development and employee productivity of beverages manufacturing firms in Port Harcourt. The cross-sectional survey research design was adopted as the research design for the study. One hundred and twenty-five (125) workers from 12 beverage manufacturing firms in Port Harcourt who participated in the study, constituted the population. The Krejcie and Morgan table was employed to derive a sample size (S) of 94 from the population size (N). Consequently, ninety-four (94) copies of the questionnaire were administered to the respondents and 91 (91) were retrieved and analyzed. Two hypotheses were tested using the Spearman Rank Order Correlation Coefficient at 0.05 level of significance, and the outcome showed that human capital development significantly relates to employee productivity. Succession planning and employee motivation were found to boost employee productivity of beverage manufacturing firms in Port Harcourt. To this end, it was concluded that improving employee output requires a long-term investment in human capital development, which establishes a framework for greater operational dexterity and efficiency. Consequently, it was recommended that the management of beverage manufacturing firms should ensure that: employees, regardless of their assigned responsibilities, should have access to certain tools for improving their skills, as doing so has been found to encourage greater responsibility and accountability, leading to fewer instances of shifting blame when things go wrong; and their approach to human resource management and company culture should be such that fosters an atmosphere that encourages and facilitates high levels of employee motivation.

KEYWORDS: Human Capital Development, Succession Planning, Employee Motivation, Employee Productivity,

BACKGROUND OF THE STUDY

One of the key issues that most organizations face nowadays is the need to improve employee productivity. Employee productivity is an assessment of the efficiency of a worker or group of workers. In actual terms, productivity is a component that directly affects the company's profits (Gummeson, 1998). Improving employee productivity has been one of the most important objectives for several organizations. This is because higher levels of employee productivity provide an organization and its employees with various advantages. For instance, higher productivity leads to favourable economic growth, large profitability and better social progress (Sharma & Sharma, 2014). Additionally, more productive employees can obtain better wages/ salaries, better working conditions, and favourable employment opportunities. Moreover, higher productivity tends to maximize organizational competitive advantage through cost reductions and improvement in high quality of output (Hanaysha, 2016).

There is no argument that productivity in any organization is important for the efficient running and good performance of the organization. According to Armstrong (2006), an organization's success mostly depends on its employees. As such, the level of employee productivity determines the level of organizational success in any industry. Research done over the years has been able to identify that productivity is affected by relatively few factors, some of which are organizational specific while others can be regarded as universal. Employees are generally aware of factors that inhibit their performance and productivity in the workplace. Chebet (2015) argues that exploring those factors that affect employee performance and hence productivity, is of major concern in every economy.

The people that make an organization run are assets to be invested in. The idea is that if they can become more productive on an individual level through development, the organization in turn will witness productivity gains. Consequently, human capital development is increasingly considered the backbone of every progressive organization.



To achieve their goals, organizations deliberately employ various techniques of human capital development to increase and improve the potentials of their workforce. Human capital development as a process is geared towards improving an organization's employee performance, capabilities and resources (Kumpikaite, 2014).

Human capital development rather than a mere budgeted cost is a strategic investment that recognizes that the development and growth of people in organizations and business is an important and essential asset to the organization's future success (Njoku & Onyegbula, 2017). Furthermore, it is often more cost-effective to develop people already employed by organizations than it is to recruit and train new people. Interestingly, employees feel more empowered when their organizations invest in them and feel better about staying with an organization that shows a promising career path and concern for maximizing employee potential (Zahid Ali et al., 2015).

A thorough examination of the literature reveals that human capital development is getting wider attention as a result of its importance to an individual, organizational and economic growth. For instance, numerous works in Nigeria has examined, among other vital issues, the role of human capital development in optimizing corporate and employee performance (Eletu & Ukoha, 2017; Samson et al., 2016); human capital development as a strategy for sustainable development (Njoku & Onyegbula, 2017) and human capital development challenges in Nigeria (Ugal & Betiang, 2003). Despite the spade research that has been conducted in this area, there is still a paucity of work that has focused on the relationship between human capital development and employee productivity, with particular interest in beverages manufacturing firms situated in Port Harcourt metropolis. To this end, this study aims to fill this gap by examining the relationship between human capital development and employee productivity of beverage manufacturing firms in Port Harcourt.

STATEMENT OF THE PROBLEM

The manufacturing sector is a major driver of the global economy, and Nigeria is not exempt from this pattern (Ikpesu, 2019), although the Nigerian manufacturing sector has had its share of industry shocks, some of which led to the liquidation of firms in the industry (Ikpesu, 2019; Uchenna & Okeule, 2012). A good number of manufacturing firms have been pushed to relocate their plants to other African countries due to an unfriendly business environment that has continued to plague firm and employee productivity in the manufacturing arena.

Empirical evidence has emerged that shows no significant economic growth by any organization is possible without adequate development of human capital. In the past, much of the planning has been on accumulation of physical capital for rapid growth and development process. Food and beverages sector have witnessed issues like barren skills, lack of needed technologies and some other factors that have affected and slowed its growth and development (Pfitzer & Krishnaswamy; 2007).

To this end, we intend to examine how investments in human capital development adumbrate employee productivity and whether beverage firms in Port Harcourt do regard such investments as cardinal in their aggressive outline. While studies from Abdu and Jibir (2018), for example, analyzed the determinants of firm innovation in Nigeria, this study looked into issues affecting the productivity of employees of beverage manufacturing firms in Port Harcourt.

AIM AND OBJECTIVES OF THE STUDY

The pivotal intention of this paper is to investigate if a relationship between human capital development and employee productivity of beverage manufacturing firms in Port Harcourt. Precisely, the objectives are to:

- i. Find out the relationship between succession planning and employee productivity.
- ii. Examine the relationship between employee motivation and employee productivity.

RESEARCH HYPOTHESES

In furtherance of the study, the following presuppositions were made:

H₀₁: There is no significant relationship between succession planning and employee productivity.

H₀₂: There is no significant association between employee motivation and employee productivity.

SCOPE OF THE STUDY

Content scope: Extant and related studies on human capital development and employee productivity formed the content parameters for this study.

Geographical scope: Geographically, only beverages manufacturing firms operating in Port Harcourt were studied.



Study unit: The unit of analysis for this study is at the individual (micro) level. This includes employees of beverages manufacturing firms in Port Harcourt.

LITERATURE REVIEW

Theoretical Framework

Human Capital Theory

Human Capital Theory Schultz (1961) credited in Perewari (2014, p.18), as the first to propound the theory, view human capital as a set of skills, attributes and characteristics that increase workers' productivity. Subsequent human capital theorists such as Becker (1962, 1964), Barney (1991), Bratton and Gold (1999) and Baruch (2004), suggest that education or training raise the productivity of workers by imparting useful knowledge and skills which translates to overall performance and fosters organizational innovativeness. The field of human capital development and theory is vast and complex. With increasing globalization and saturation of job markets due to world economic recession and financial crisis, the concept which is the common economic and business literature, has attracted wider attention more than ever before. This is because no organization can succeed without an engaged, committed, loyal, satisfied and motivated workforce.

Human capital research focuses on identifying and assessing skills that benefit organizations (Jones & Schneider, 2006). Developed and developing countries are putting emphasis on accelerating their economic growth by devoting necessary time and effort in human capital development. Specifically, countries and firms now invest necessary resources in developing their human capital which tend to have great impacts on performance, creativity and innovation. Based on this, most company executives now view people as the most critical competitive differentiator which ties other factors together and translates ideas and goals into results.

Human Capital Development

Human capital refers to the know-how, capabilities, skills and expertise of the members of an organization. More aptly it is defined as —the knowledge, skills, competencies, and attributes embodied in individuals that facilitate the creation of personal, social and economic well-being (Organization for Economic Co-Operation and Development, 2001). According to Schultz (1993), the term human capital can be viewed as a key element in improving firm assets and employees to increase productivity as well as sustain competitive advantage. To sustain competitiveness in the organization human capital becomes an instrument used to increase productivity. Human capital also refers to processes that relate to training, education and other professional initiatives to increase the levels of knowledge, skills, abilities, values, and social assets of an employee which will lead to the employee's satisfaction and performance, and eventually on firm performance.

The term human capital development can be defined as those activities geared towards improving knowledge, sharpening the skills, instilling the values, and encouraging the behaviour necessary to actualize the potentials of staff of the organization (Alo, 2000). It is the process of adding improvements to employees' skills and competencies through continued training and development both on-the-job and off- the-job. Such training directed at improving employees' technical aptitude and skills, judgment and talents to ensure maximum contribution from workers is vital for developing a strong and vibrant organization. Healthfield (2011) defined human capital development as a framework for helping employees develop their personal and organizational skills, knowledge and ability.

Accordingly, human capital development includes such opportunities as employee training, employee career development, performance management and development, coaching, mentoring, etc. Human capital development as a process should be systematic, sustainable and strategic. It has become vital to the success of modern organizations, as rapidly changing technology require employees to possess the knowledge, skills and abilities needed to cope with new processes and production techniques. Eletu and Ukoha (2017) emphasize that the goal of human capital management is to make available to the organization qualified manpower to carry out its activities so that the organization's goal can be achieved. Of all the resources an organization needs to function properly, human capital is the only resource that can be motivated, taught, developed and appraised to obtain maximum performance (Amah, 2006).

Succession Planning

Succession planning refers to a deliberate and systematic process of ensuring the storage of valuable corporate knowledge needed for business continuity by identifying and grooming future leaders who can replace current leaders when they die, retire or leave the organization (Soares et al., 2021). This process, which is also known as 'replacement



planning', typically begins through a thorough evaluation of the skill-sets of all senior members of management (Bano et al., 2021). This is followed by identifying members of middle management that have the potential of replacing senior management in the future (Bano et al., 2021). These potential replacements are then trained to develop and hone the skills necessary for them to step into leadership positions when the situation calls for it (Bano et al., 2021). The succession planning process is thus a continuous one rather than a one-time activity; it requires annual updating and re-evaluating in response to the current happenings in the organization's internal and external environment (Hayden et al., 2021).

A well-executed and formalized succession planning process is expected to provide several benefits to an organization. Firstly, when succession is based on transparent and merit-based criteria, it can serve as a great motivational tool among employees who can see a clear path to advancement within the organization; this in turn empowers them to work harder and can lead to increased job satisfaction (El Badawy et al., 2016). Secondly, a clear succession plan also encourages senior members of management to become mentors and teachers to their younger counterparts as a deliberate strategy of transferring knowledge and expertise which contributes greatly to business continuity (Weisblat, 2018). Thirdly, a formalized succession plan enables the organization to properly measure the value each employee provides, and this makes internal promotions much easier (Best, 2016). Fourthly, as the current leadership crop of baby boomers begin to retire, a new generation of leaders will be needed in the very near future, and having a formal succession plan means that an organization is ready to deal with this inevitable reality (Martin & O'Shea, 2021). Finally, from the point of view of shareholder-owned organizations, having a formal succession plan gives shareholders confidence that experienced people are being groomed to ensure the smooth running of the business if and when something happens to the current leadership (Sain & Koul, 2020).

Employee Motivation

In his work, George (2018) argued that motivation is any influence that portrays, directs, or maintains people's goal-directed behaviors. It refers to the driving force that makes an individual act in a specific way. It is an inner drive that causes an individual to behave in a certain manner'. Hemakumara (2020) expressed the view that motivation is a factor that induced an individual to expend effort towards achieving a particular task. The author further stated that a person's motivation is the determinant of that person's level of enthusiasm for specific behavioral patterns and is dependent on the ambition, needs, and wants of such individuals.

Motivation could also be expressed in terms of the mental process that has the ability within the short and long run to decide the kind of actions a person takes when subjected to specific stimuli. Motivation could be seen as the psychological rationale within the employee that serves to induce the manifestation or expression of the negative and positive dynamics of frustration, fixation, anger, withdrawal, team building, excitement by or within a particular employee (Raya, 2015). This is particularly important within the service delivery industry where customer demands are premium, and customers require a high level of service from the organization regardless of the various constraints on the system. It is argued in the literature that an individual's motivation is generally linked to motivational factors that surround them and the motivational factors are usually connected to incentives and rewards systems. The rewards system surrounding an individual can be self-afflicted/accomplishment targets or goals or others influenced.

Again, such a collection of rewards and incentives is categorized into monetary and non-monetary. It is important to note that a review of the literature points that even though motivation is key to organisational performance and employee performance, it is not the only driving force to organizational performance. There are other factors influencing performance including skills, knowledge, feelings, emotions, and other inhibiting conditions which are often beyond the employee's sphere of control (Dereje, 2020). Riggio (2014) also pointed out that while the conventional view is to assume that the 'motivated worker is the productive worker', it is also important to know that having a highly motivated workforce is one important factor contributing to employee productivity. This is because of the increasingly complex dynamics of the business environment in which a company must operate.

Employee Productivity

Productivity is a concept commonly defined as the relation between output and input, which has been practical in diverse circumstances on various levels for over two centuries. The International Labour Organization has defined productivity as the ratio connecting the output and input of resources used up in the production process (Kato, 2016). Etekepe (2012) described productivity as the creation of goods and services in large quantities and the application of factors of production to yield positively. Productivity is the total output/total amount of input, which shows the link between the unit of labor input and output (Igbokwe-Ibeto, 2012). From a business perspective, productivity is viewed



in terms of individual industries or firms and the extent to which employees apply the productivity concept to their jobs, while some see the concept as a measure of the efficiency level achieved in production.

According to Ataullah et al. (2014), by increasing the level of productivity, a firm can utilize its employees to attain competitive advantage. High employee productivity can be an essential indication of progress in sales or market growth. Although it is acknowledged that employee productivity may not necessarily point to the effort of each employee, it provides a useful measure of the labor productivity index as a factor in the manufacturing process. In many firms with large endowments of employees, measuring the productivity of employees can be agreed upon as an important way to understand changes occurring in the industry and the global market. It is also useful in providing insights to industry policy makers regarding trends in profitability, as well as increases in market share and sales growth.

According to Chebet (2015), there were no specific approaches for the measurement of outstanding business achievements, especially employee productivity. Chebet (2015) suggested that it might be a good idea to measure employees' productivity from employees' overtime hours at work, the level of sales and other tasks completed by employees, the total amount of sales made, the level of solutions provided to customer complaints and problems on a consistent basis, the number of new customers gained by the firm, expenses per sale/new customer acquisition in the firm, and the rate of employees' total output in the firm, among other measures.

Employee productivity is very important for the success of a company in today's globally competitive market. The ability of an employee in a firm to maximize available resources to produce cost effective goods or services has many advantages. These involve timeliness, discipline, coordination, analysis, and highly skilled manpower (Leonard, 2018). Employee productivity helps firms to grow faster in the market (both local and global) and face cutthroat competition without worrying about failure. It can either build a firm or bring it to its downfall. Employee productivity determines the revenues and profits of the organization because profits are the end result of employees' efficiency as well as effectiveness in business policies and processes (Chebet, 2015).

A firm can increase its employee productivity by enabling suitable changes in its business processes and policies in order to invest and take advantage of strengths (strong areas) for betterment. The success of a business can be traced to its diligent employees for their excellent productivity. There is always a big difference in a firm's profit and output when each employee puts extra effort into their activities. It is necessary for employees to be motivated in order to reach their full potential and maximal level of productivity. Firms that recognize and encourage employee productivity are more likely to be successful than their counterparts that do not. The firm with the most productive employees will have zero effect of adverse market conditions because they are proactive (Shane, 2017).

Empirical Review

Yahaya (2007) researched to explore the effect of investment in human resources training and development on the efficiency of employees' in Nigerian Banks. This research-based on a descriptive survey. Data was collected through the Training and Development Activities Scale (ATDAS) from three banks of Nigeria. A quantitative measure was used in this research to evaluate employees' effectiveness. This was adopted from the measure published by the Institute for Intellectual Capital Research (IICR), and approved by the Saratoga Institute. The study showed that Nigerian banks should provide the obligatory incentive to their employees, by effective training programs, compensation, and retirement benefits.

Malaolu and Ogbuabor (2013) examined the effects of training and manpower development on employees' productivity and organizational performance using First Bank of Nigeria Plc. as a case study. The study applied structured questionnaires to a sample size of 75 drawn by simple random sampling. The data generated were analyzed using descriptive statistics. The findings of the study show that training and manpower development has significantly enhanced employee efficiency and job productivity in the bank.

A research was conducted to examine whether employees' training and development enhance work efficiency in the banking industry by Ojokuku and Adegbite (2014) in Nigeria. Primary data were used for the study were generated through the use of questionnaires. The study employed sample of 395 respondents from a population of 35,386 from the five banks used as a case study. A simple random technique was used to select the respondents and data collected were analyzed using descriptive statistics, and Pearson's moment correlation. Multiple regressions were employed to test the hypothesis. They found evidence that organizational commitment to training and development, frequency of training and development, and reward for best performance significantly improve organizational performance in the Nigerian banking sector.

A study to assess the impact of Human Capital Variables i.e. acquisition of knowledge, skills and expertise of the employees on the satisfaction of the employees and then on the effectiveness of the organizations was conducted



by Channa et al. (2015) in Pakistan. A simple random probability method was used for sampling selection and primary data was collected by administering questionnaires. Independent Samples T-Test showed that both genders are provided equal chances of human capital development. The effectiveness of the organization was measured by assessing the satisfaction and commitment level of the employees and customers with the organization. Satisfaction & commitment was measured by already established tools. The correlation technique showed that human capital development has a strong significant positive relation with the satisfaction level of the employees and customers, which will eventually lead to organizational performance. The research has implications not only for employees but also for human resource management and Training and Development Managers.

METHODOLOGY

Cross-sectional survey research design was adopted as the research design for the study. One hundred and twenty-five (125) workers from 12 beverage manufacturing firms in Port Harcourt who participated in the study, constituted the population. The Krejcie and Morgan table was employed to derive a sample size (S) of 94 from the population size (N). Consequently, ninety-four (94) copies of the questionnaire were administered to the respondents and 91 (91) were retrieved and analyzed. The research instrument satisfied both face and content validity, and the items all recorded Cronbach Alpha (α) values above Nunnally and Bernstein's (1994) 0.7 minimum threshold. The data extracted from the responses were analyzed using Spearman Rank Order Correlation Coefficient to test the stated hypotheses at 0.05 level of significance.

RESULTS AND DISCUSSION

Test of Hypotheses

This section is concerned with testing hypotheses stated earlier in chapter one; using Spearman's rank order correlation coefficient statistical tool and the p-values obtained.

Decision Rule: reject null hypothesis if p-value obtained is less than the alpha value (0.05/95% level of significance) and accept null hypotheses when p-value is greater than the alpha value.

Table 4.1: Test of relationship between Succession Planning and Employee Productivity (H_{01})

			Succession Planning	Employee Productivity
Spearman's rho	Succession Planning	Correlation Coefficient	1.000	.905**
		Sig. (2-tailed)	.	.000
		N	91	91
	Employee Productivity	Correlation Coefficient	.905**	1.000
		Sig. (2-tailed)	.000	.
		N	91	91

** . Correlation is significant at the 0.05 level (2-tailed).

SPSS output, Version 20 – Field Survey, 2022

Table 4.1 shows Spearman's rho correlation analysis to find out the relationship between succession planning and employee productivity among ninety-one (91) participants. A strong positive correlation coefficient value was reported between variables which is statistically significant ($\rho = .905^{**}$, $p = .000 < 0.05$ (alpha value)).

Decision: Hence; we reject the null hypothesis (H_{01}) that states that there is no significant relationship between succession planning and employee productivity of beverage manufacturing firms in Port Harcourt and we accept the alternate; there is significant relationship between succession planning and employee productivity of manufacturing firms in Port Harcourt (H_{A1}).

Table 4.2: Test of relationship between Employee Motivation and Employee Productivity (H0₂)

			Employee Motivation	Employee Productivity
Spearman's rho	Employee Motivation	Correlation Coefficient	1.000	.867**
		Sig. (2-tailed)	.	.000
		N	91	91
	Employee Productivity	Correlation Coefficient	.867**	1.000
		Sig. (2-tailed)	.000	.
		N	91	91

** . Correlation is significant at the 0.05 level (2-tailed).

SPSS output, Version 20 – Field Survey, 2022

Table 4.2 shows Spearman's rho correlation analysis to find out the relationship between employee motivation and employee productivity among ninety-one (91) participants. A strong positive correlation coefficient value was reported between variables which is statistically significant ($\rho = .867^{**}$, $p = .000 < 0.05$ (alpha value)).

Decision: Hence; we reject the null hypothesis (H0₂) that states that there is no significant relationship between employee motivation and employee productivity of manufacturing firms in Port Harcourt and we accept the alternate; there is significant relationship between employee motivation and employee productivity of manufacturing firms in Port Harcourt (HA₂).

DISCUSSION OF FINDINGS

From the results of the analyses (see table 4.1 and table 4.2), it is empirically evident that a significant and affirmative nexus subsists amid human capital development and employee productivity. Specifically, the dimensions of human capital development, significantly relate to the productivity of employees of beverage manufacturing firms in Port Harcourt.

Succession Planning and Employee Productivity (H0₁)

Maphisa et al. (2017) discovered that business leaders who have successfully implemented succession planning are more likely to have a motivated workforce, improve employee confidence and higher workforce productivity. In like manner, Lowan and Chisoro (2016) contend that a strategic way to release the creativity of the workforce is through the establishment of management/leadership succession planning programs. Rothwell (2010) posited that succession planning leads to employee development and employee development leads to employee engagement. Gulzar and Durrani (2014) further stipulate that appropriate talent management policies and practices that exhibit a commitment to employee development produce more committed staff members within the organization and reduce staff turnover. Tunje (2014) asserts that for succession planning to be implemented to retain employees, the focus needs to be laid on career management and talent management. The aforementioned author emphasized that the existing succession planning practices should always lead to employee retention and therefore, conscious decisions need to be made when promoting talented employees.

Employee Motivation and Employee Productivity (H0₂)

Several studies have been conducted particularly as it relates to motivation and employee performance. For instance, George (2018) conducted an extensive literature review on the influence of employee motivation on employee performance using an exploratory research approach. The researcher agrees that motivated employees perform better than unmotivated employees in the organization. The researcher concludes that a stressed and depressed heart is negative to the working environment and organization performance whereas a motivated employee brings positive energy in the work environment leading to higher organization performance. A similar study was conducted by Elvina and Chao (2019) on the nexus between employee motivation and work performance using the employees of VTB Bank of Russia as a case study. The study used a quantitative research design collect relevant data and Pearson product moment correlation coefficient was used to test the two hypotheses. Findings revealed that the employees of VTB Bank valued both intrinsic and extrinsic motivation for their industrial performance. However, extrinsic motivation had stronger positive relationship with employees' performance. Following this, the study strongly



challenged the employers to improve the payment policies and procedures capable of drawing attention, encouraging, retaining, and satisfying workers in the workplace. The study argued that motivation either extrinsic or intrinsic impacts employee performance, but one would wonder how the author came about that conclusion since they used correlation is establishing a relationship which is not an impact analysis.

CONCLUSION AND RECOMMENDATION

It is impossible to place enough emphasis on the significance of making investments in the growth of human capital, especially when considering the rapid pace at which the business environment is evolving. Employees' operational abilities are improved through succession planning and employee motivation. Human capital development through on-the-job and off-the-job training has been found to be a significant contributor to workplace productivity, leading us to the conclusion that greater investment in this area could yield significant returns. In this way, improving employee output requires a long-term investment in human capital development, which establishes a framework for greater operational dexterity and efficiency.

Based on the discussions so far, it is recommended that the management of beverage manufacturing firms should ensure that:

- i. Employees, regardless of their assigned responsibilities, should have access to certain tools for improving their skills, as doing so has been found to encourage greater responsibility and accountability, leading to fewer instances of shifting blame when things go wrong.
- ii. Their approach to human resource management and company culture should be such that fosters an atmosphere that encourages and facilitates high levels of employee motivation.

REFERENCES

1. Abdu, M., & Jibir, A. (2018). Determinants of firms' innovation in Nigeria. *Kasetsart Journal of Social Sciences*, 39(3), 448–456.
2. Alo, O. (2000). *Managing the human capital for national development*. (5th Annual public lecture, Institute of Personnel Management of Nigeria).
3. Amah, E. (2006). *Human resource management*. Amethyst and Colleagues Publishers.
4. Armstrong, M. (2006). *Handbook of human resources management*. Kogan Park Limited.
5. Ataullah, A., Le, H., & Sahota, A. S. (2014). Employee productivity, employment growth, and the cross-border acquisitions by emerging market firms. *Human Resource Management*, 53(6), 987–1004.
6. Bano, Y., Omar, S. S., Ismail, F. (2021). Revitalising organisations' emergency succession planning in the face of the Covid-19 outbreak. *The European Journal of Social & Behavioural Sciences*, 30(1), 5–20.
7. Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99–120.
8. Baruch, Y. (2004). *Managing careers*. Prentice Hall.
9. Bratton, J., & Gold, J. (1999). *Human resources management: Theory and practice*. The Bath Press.
10. Channa, Z. A., Talreja, S. & Bai, M. (2015). Impact of human capital variables on the effectiveness of the organizations. *Pakistan Journal of Commerce and Social Sciences*, 9(1), 228–240.
11. Chebet, J. (2015). Determinants of employee performance in the country government of Kenya. Nairobi: UON.
12. Dereje, M. L. (2020). Effect of employee motivation on job performance: In case of fiche general hospital. *International Journal of Commerce and Finance*, 6(1), 81–101.
13. El Badawy, T. A. E., Alaadin, Y., & Magdy, M. M. (2016). Succession planning, job engagement and job satisfaction: the missing link. *Middle East Journal of Management*, 3(1), 1–18.
14. Eletu, I. T. & Ukoha, O. (2017). The human capital development and corporate performance: a study of food and beverages firms in Port Harcourt. *International Journal of Advanced Economic Research*, 3(6), 63–82.
15. Elvina, E., & Chao, L. Z. (2019). A study on the relationship between employee motivation and work performance. *IOSR Journal of Business and Management*, 21(2), 59–68.
16. Etekpe, A. (2012). Challenges and prospects of enhancing productivity for sustainable development in the public sector: The case of Bayelsa State, Nigeria. *Journal of Economics*, 3(2), 109–122.
17. George, O. O. (2018). Employee motivation, an organizational performance improvement strategy (a review on influence of employee motivation on organizational performance). *JOJ Sciences*, 1(5), 120–124.
18. Gulzar, S. S., & Durrani, A. (2014). Impact of succession planning on employee engagement in telecommunication sector in Rawalpindi, Pakistan. *European Journal of Business and Management*, 6(33), 274 – 281.
19. Gummesson, E. (1998). Productivity, quality and relationship marketing in service operations. *International Journal of Contemporary Hospitality Management*, 10(1), 4–15.
20. Hanaysha, J. (2016). Improving employee productivity through work engagement: empirical evidence from higher education sector. *Management Science Letters*, 6(1), 61–70.



21. Hayden, M. T., Mattimoe, R., & Jack, L. (2021). Sensemaking and the influencing factors on farmer decision-making. *Journal of Accounting & Organizational Change*, 18(4), 529-552.
22. Healthfield, B. (2011). *Human capital: A theoretical & empirical analysis with special reference to education analysis*. University of Chicago Press.
23. Hemakumara, M. G. G. (2020). The impact of motivation on job performance: A review of literature. *Journal of Human Resources Management and Labor Studies*, 8(2), 24–29.
24. Igbokwe-Ibeto, C. J. (2012). Delivering efficient public service in Nigeria through better performance management frameworks. *International Journal of Social Sciences and Humanities Review*, 3(2), 56–59.
25. Ikpesu, F. (2019). Firm specific determinants of financial distress: Empirical evidence from Nigeria. *Journal of Accounting and Taxation*, 11(3), 49–56.
26. Jones, G., & Schneider, W. (2006). Intelligence, human capital and economic growth: A Bayesian Averaging of Classical Estimates (BACE) Approach. *Journal of Economic Growth*, 11(1), 71-93.
27. Kato, T. (2016). Productivity, wages and unions in Japan (ILO Working Papers 994904643402676, International Labour Organization).
28. Kumpikaite, V. (2014). Human resource development in a learning organization. *Journal of Business Economics and Management*, 9(1), 25-31.
29. Leonard, K. (2018). Importance of employee performance in business organizations. *Small Business*. <https://smallbusiness.chron.com/importance-employee-performance-business-organizations-1967.html>
30. Lowan, V., & Chisoro, C. (2016). The impact of succession planning for business survival: a case of Kwalita business consultants (South Africa). *Kuwait Chapter of Arabian Journal of Business and Management Review*, 5(12), 63-90.
31. Malaolu, V. A., & Ogbuabor, J. E. (2013). Training and manpower development, employee productivity and organizational performance in Nigeria: An empirical investigation. *International Journal of Advances in Management and Economics*, 2(5), 163-177.
32. Maphisa, S. B., Zwane, B. K., & Nyide, C. J. (2017). Succession planning and staff retention challenges: an industrial outlook and major risks. *Risk Governance and Control: Financial Markets and Institutions*, 7(3)17-26.
33. Martin, C. M., & O'Shea, K. (2021). Succession planning for organizational stability. *Nursing management*, 52(4), 12–20.
34. Njoku, J. U., & Onyegbula, J. C. (2017). Human capital development as a strategy for sustainable development in Nigeria education system. *African Research Review*, 11(2), 178-189.
35. Ojokuku, R. M., & Adegbite, T. A. (2014). The impact of capacity building and manpower development on staff performance in selected organizations in Nigeria. *International Journal of Economics, Commerce and Management*, 2(5), 1-9.
36. Organization for Economic Co-operation and Development (OECD) (2001). *The well-being of nations: The role of human and social capital*. Paris: OECD.
37. Perewari, F. (2014). *Employees' retention strategies and organizational innovation: A study of selected telecommunication firms in Port Harcourt (An Unpublished MSc Thesis, Department of Management, University of Port Harcourt, Nigeria)*.
38. Raya, R. L. (2015). What's in it for me? Using expectancy theory and climate to explain stakeholder participation, its direction and intensity. *International Journal of Project Management*, 33(1), 3-14.
39. Rothwell, W. (2010). *Effective succession planning*. American Management Association.
40. Sain, A., & Koul, A. (2020). Assessing leadership development strategies adopted by the organizations for developing internal talent pool. *Psychology and Education*, 57(9), 3822-3830.
41. Samson, C. J., Ibeh, G. O., & Emerole, G. A. (2016). Effect of human capital development program in optimizing employee performance: A study of Abia State house of assembly, Nigeria. *Singaporean Journal of Business Economics, and Management Studies*, 5(4), 1-12.
42. Shane, S. (2017). Ways to increase productivity on the manufacturing floor: Eight tips to help increase shop-floor success. *Industrial and Labour Relations Review*, 41(2), 117–121.
43. Sharma, M. S., & Sharma, M. V. (2014). Employee engagement to enhance productivity in current scenario. *International Journal of Commerce, Business and Management*, 3(4), 595-604.
44. Soares, G. G., Lélío da Silva Braga, V., Susana da Encarnação Marques, C., & Ratten, V. (2020). Corporate entrepreneurship education's impact on family business sustainability: A case study in Brazil. *The International Journal of Management Education*, 19(1), 100424.
45. Tunje, G. S. (2014). *Relationship between succession planning practices and employee retention in large media houses in Kenya. (An Unpublished MBA Dissertation. Kenya, University of Nairobi)*.
46. Uchenna, A. W., & Okelue, D. U. (2012). Detecting early warning in bank distress in Nigeria: A multi-discriminant analysis approach. *Research Journal of Finance and Accounting*, 3(6), 35–45
47. Weisblat, I. A. (2018). *Literature review of succession planning strategies and tactics*. Springer International Publishing.
48. Zahid Ali, C. Sareeta, T., & Manisha, B. (2015). Impact of human capital variables on the effectiveness of the organizations. *Pakistan Journal of Commerce and Social Sciences*, 9,(1), 228-240.