

Human Capital Development as a Panacea for Organizational Survival of Broadcasting Corporations in Rivers State

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Abstract: This study examined the relationship between human capital development and organizational survival of broadcasting corporations in Rivers State. Cross sectional research design in studying the four elected broadcasting corporations in Rivers State was adopted for better result than selecting just one out of twelve broadcasting corporations in Rivers State. Krejcie and Morgan table was used to determine the sample size of 217 obtained from the field survey. However, 180 sets of questionnaires were successfully retrieved and analysed using Spearman's Rank Order correlation coefficient to determine the relationship existing between variables. The findings revealed that the organizational staff training, organizational staff development and organizational staff education programmes exhibited significant relationship with organizational survival. It was therefore concluded that training, development and education dimensions of human capital development altogether can position an organization to compete favourably as well as adapt in this ever dynamic, changing and volatile business environment. We therefore, recommend among others that development, training and provision of education be taken seriously as a priority and Manpower Development and Training Departments be created in all the communication/Broadcasting Corporations as well as other organizations existing in Rivers State and beyond.

Keywords: Organization, Training, Development, Programme, Survival.

1.0 Introduction

The success and continued survival of organizations, to a large extent, depends on the quality of the people working in them; their skills, knowledge, abilities and capabilities. These human resources of an organization in wide varieties of knowledge, ideas, skills, satisfaction, abilities, and commitment etc. are required to perform job activities that will contribute to the attainment of the organizational goals. These, altogether make up the human capital of the organization, the inherent and acquired qualities and characteristics in the people involved in the production of wants and services in line with organization's profit making

objective for survival, growth and continuity. The quality of human capital training and development programme determines the extent to which employees' contribution will make for organizational cost effectiveness, profitability, growth and survival. According to Nwachukwu (1988), an organization that puts great emphasis on employee training and development is directly planning for its survival. Bassi and Laurie (1997) along with Plott, Curtis and Humphrey (1996) who posited that:

“Education and learning professionals understand how people learn, share knowledge, and work together. They also understand how an organization’s culture can affect learning initiatives, how hard it is to change an organization’s culture, and how human potential can be tapped through wise knowledge management. Learning will be embedded in the technologies that serve us, entertain us, and help us do our work. Learning by doing, even if in simulation, will be the rule instead of the exception. The activity of teachers and the passivity of learners will be an ancient mode of learning. Programmewill be a basic workplace skill. Learning suggests ongoing, never-ending and always it is the foundation of adaptability and innovation”.

Firms seek to optimize their workforce competences, abilities, skills and knowledge through calculative and comprehensive human capital development programmes for long term survival and sustainability.

This paper captures the concepts of human capital development and organizational survival. It explores the theories and relationship between human capital development and organizational survival. We develop model, discuss, conclude and recommend in line with our findings and to equip it to the Broadcasting Corporation in Rivers State, so as to ascertain and confirm whether Human Capital development will lead to organizational survival of these firms.

1.1 Statement of the Problem

In the business environment of today, competition is the game or order of the day. Therefore, attracting, training and retaining a workforce that is competent, problem-solving, creative and result-oriented is needed to ensure that organizations achieve not just the basic business profit making objectives and goals but the long term sustainability and survival.

However, the quality of the human capital development programme, the abilities, the willingness for training and development, the will of Staff to work hard and some other situational factors are some of the major factors that influence the success of employee training and development programme as well as the productivity of an employee which results into organizational survival. The trainees must be physically strong and have the stamina to endure strain. The trainee may possess the necessary ability but if he is not willing to develop himself academically or receive development training and/or still refuse to work then there shall be no sustenance of organisational survival. Another contending factor is that if, the ability and the willingness in a worker but the congenial environment if lacking, will lead to dis-functioning of the organization. Unfortunately, many establishments underrate and devalue the need to develop human capital. It is a bid to address these problems that this study was embarked on. We therefore, examine and to establish how the human capital development affects organizational survival in the broadcasting corporations in Rivers State.

1.2 Objectives of the Study

The aim of this research work generally is to determine the relationship between human capital development and organizational survival in the broadcasting establishments in Rivers State. However, the specific objectives include:

- i. To determine if there is any relationship between human capital training and organizational survival.
- ii. To determine if there is any relationship between human capital development and organizational survival.
- iii. To determine if there is any relationship between human capital education and organizational survival.

1.3 Research Questions

Having stated the objectives of the study, the following questions are asked.

- i. What is the relationship between human capital training and organizational survival?
- ii. Does human capital development have any relationship with organizational survival?
- iii. Is there any relationship between human capital education and organizational survival?

1.4 Statements of Hypothesis

The following research hypotheses stated in null form guided this study:

Ho₁: There is no significant relationship between staff training and organizational survival.

Ho₂: There is no significant relationship between staff development and organizational survival.

Ho₃: There is no significant relationship between staff education and organizational survival.

1.5 Significance of the Study

This study is embarked on to add to existing literature on the concept of human capital development and its perceived relationship with organizational development in broadcasting corporations in Rivers State. The study relates training, development and education to organizational development after attempting to explain each of them as elements that constitute human capital development. It proposes that if these elements are adequately managed by leadership and management of broadcasting corporations through effective strategy within, the organization is sure to survive and the survival shall be sustained. This study is therefore significantly useful to management practitioners in all fields of endeavours, employers of labour, business owners as it behoves all to re-examine and re-evaluate their human capital development programmes and formulate strategies to incorporate best practices aimed at resolving these perceived inadequacies so as to leverage the human capital as a competitive weapon and advantage.

2.0 Literature Review and Theoretical Framework

2.1 Conceptual Framework

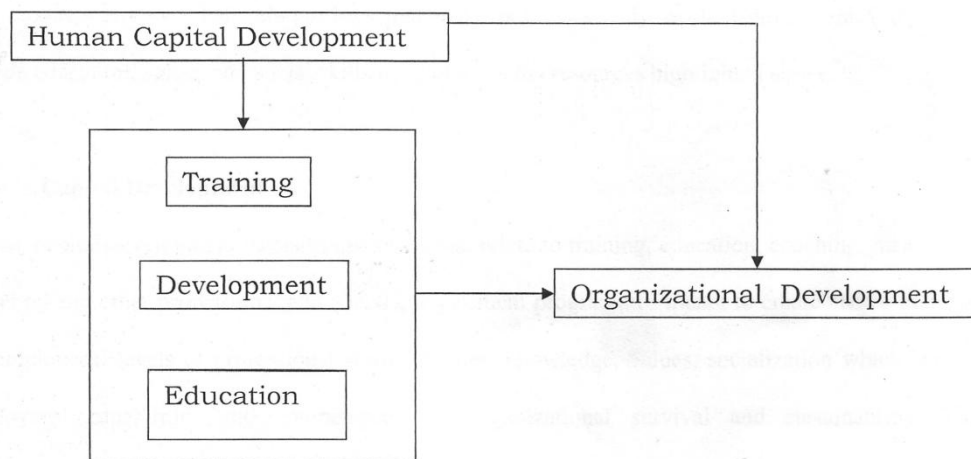
The concept of human capital according to Schultz (1993) is a key element that improves a firm's and employees in order to increase productive and sustained competitive advantage. It is an instrument used to sustain competitiveness and increase productivity. Human capital has also been defined as the knowledge, intuition, skills, experience and attitudes of the workforce. Tapsell and Sherrill (1998) presented human capital as the knowledge, skill and capability of individual employees used in providing solutions to customers. Human capital is the firm's collective capability to extract the best solutions from the knowledge of its people. Individual competence is very important for organizational survival, this is the capacity of the individual to act efficiently and effectively in various challenging situation. It is important because innovation and strategic renewal are sourced therefrom. Bontis and Nick (1996) had stressed the importance of competence as being the source of innovation and strategic renewal in all organizational engagements and activities. People create knowledge, new ideas and products; and establish relationships that make processes to truly workout as planned. Human capital therefore includes education, values and social skills in addition to the resources highlighted above.

The concept of human capital is simply the mixture of human and capital. Boldizzoni (2008) has stated that Capital in the sense of economics refers to factors of production used to create goods and services that are not themselves significantly consumed in the production process.

On the hand, human still in economics sense, refers to the factor of production that takes charge of all economic activities of production, consumption, and transaction.

On the basis of these concepts, Beach (2009) recognized human capital as one of the production elements which can generate added values through inputting it.

CONCEPTUAL FRAMEWORK



Conceptual frame work linking Human Capital Development and Organizational Development

2.2 Theoretical Literature

Before the coming into existence of modern capital theories, there has been the belief that an economy is depended only on physical capital that is to say, land, machinery and equipment; and raw labour. Capital equipment was believed or assumed to be the dominant factor of output. Hence, the Classical theorist focusses only on the exploitation of labour by capital (Marimuthu, Arokiasamy and Ismail, 2009). However, from the 1950s, our economists formally treats education and health as the key factors that improves human capital and thereby increases economic progress as opined by Kern (2009). From thence, three basic modern theories of human capital development arose, the Capital Theory, the Modernization Theory and the Dependency Theory.

2.2.1 Human Capital Theory

The theory is rooted from the field of macroeconomic development theory as stated by Schultz, (1993). Becker (1993), in his book “Human Capital: A Theoretical and Empirical Analysis with Special reference to education argues that there are different kinds of capitals which include schooling, a computer training course and expenditures on medical care, as well as lectures on the virtues of punctuality and honesty. They improve health, raise earnings or add to a person’s appreciation literature over a life time. Many researchers have presented that accumulation of one’s human capital on education and training investment largely affects the growth of an individual’s wage, firms’ productivity and national economy. Human capital theory suggests that investment in people results in economic benefits for individuals and the society as a whole as succinctly pointed out byManzini and Kufa, (2016).

2.2.1 Human Capital Development

Human capital development refers to processes that relate to training, education, coaching, mentoring, modelling and other professional and social enhancement programmes meant to create and/or increase the employees’ levels of professional skills, abilities, knowledge, values, socialization which lead to employees’ capabilities and competences for organizational survival and sustainability. The knowledge, skills, competences, attributes, values, abilities and other positive factors embodied in employees which create professional personal, social and economic wellbeing (OECD, 2001.18). These must be developed for renewal, retention and readiness for use as the work demands. The organization also has to leverage the skills and capabilities of its employees by encouraging individuals and organizational learning; and creating a supportive environment where knowledge can be created, shared and applied. For an organization to survive in this competitive business world, it must train, develop and educate its workforce.

Schultz, (1992) posits that education increases the productivity and efficiency of workers by increasing the level of their cognitive skills. Meier (1995) stated that people invest in education to increase their stock of human capital. Human Capital Development is therefore seen as the stock of economically productive human capabilities that can be formed by combining innate ability with that of investment in human beings; such as expenditure on education, on-the-job training, health and nutrition, which increases future productive capacity at the expense of current expenditure. The provision made for education is a productive investment in human

capital which is an investment considered to be equal or more equally worthwhile than the investment in physical capital. Therefore, basic literacy enhances the productivity of low-skilled workers.

2.2.2 Organizational Survival

Organizational survival is the sustenance of long term success, and continuous existence in the face of stiff competition. To survive in business, organizations must explore all available avenues that bring about competitive advantage. Long term survival and sustainability have been linked to optimization of workforce through all in all human capital development programmes. According to Owen, Mundy, Guild and Guild, (2001), "Organizations seek to optimize their workforce through comprehensive human capital development programmes, not only to achieve business goals but most importantly for long term survival and sustainability. The accomplishment of this is tied to the organization's investment of resources to ensure that employees have the knowledge, skills and competences they need to work effectively in a rapidly changing and complex environment (Murimuthu et al., 2009). It is indisputable that human capital development has positive effect on organizational performance and survival (Manzini&Kufa, 2016).

2.2.3 Training and Organisational Survival

The success or failure for an organization depends on the productivity of its employees. The importance of training to the survival of modern organization cannot be over-emphasized. Training is fundamental to human capital development which in turn takes organizations to their desired destinations. Training of employees results in increased productivity in any organization. It could help attain self-fulfilment in personal goals while also achieving organizational goals. It is pertinent to note that technological advancement of any nation depends on knowledge and skills acquired through training. President John F. Kennedy, as reported by Gary (2001) was quoted as saying:

"Manpower is the basic resource, the indispensable means of correcting other resources to mankind use and benefit. How well we train, develop and employ the human skill is fundamental in deciding how we will accomplish as organizations. The manner in which we do this will profoundly depend on the kind of nation we have".

Training is therefore, key to organizational survival.

2.2.4 Development and Organisational Survival

Training helps an employee to perform a specific task; development helps him to assume more tasks and responsibilities as it aims at moulding an individual to realize himself and to attain to his full potentials. Self and organizationally motivated development programme prepare the employees and consequently the organizations for the heights. Both the developed employees and the organizations grow together. Where this trend is sustained, the organization continues to grow, survive and to exist perpetually.

2.2.5. Education and Organisational Survival

Education is the acquisition of facts which train the mind to think creatively. The employee is informed about the working of the organization of which he is a part. It is through proper understanding of the challenges and prospects of the organization that an employee appreciates the role he is expected to play towards the attainment of its goals. Being educated, employees understand and perform their tasks better; they are loyal to the organization. This all-encompassing education programme (that is, not just job-related) but all that bears directly and indirectly on the business environment of the organization both internally and externally) is panacea for organizational survival.

3.0 Method of Study

This study adopts a cross-sectional on four broadcasting establishments out of twelve (12) existing in Rivers State. These establishments are:

- A. Government Owned stations
 - i. Ray Power 106.5 FM
 - ii. The Beat FM 99.9
 - iii. Treasure FM 98.5
 - iv. Family Love FM Radio 97.7
 - v. Cool FM Radio 95.9
 - vi. Wazobia Radio 94.0 FM

- vii. Garden City Radio 89.7 FM
- viii. Nigerian Info 92.3 FM
- ix. FM Radio Rivers 2 Stereo 91.7
- x. Radio UST 103.7
- xi. Nigerian Television Authority (NTA), Port Harcourt
- xii. Rivers State Television Authority.
- B. Privately owned Stations
 - i. Silverbird Radio 93.7 FM
 - ii. Silverbird Television

3.1 Research Design:

The target population is the employees of the Federal or State owned broadcasting organizations, having them as the unit of analysis. Simple random sampling technique was used to assure good representation of each member of the population.

3.2 Study Population

The Krejcie and Morgan (1970) table for sampling was used to determine a sample size of 217 employees of the 500 employees of the four broadcasting houses. The broadcasting establishments selected for this study are Radio Rivers 99.1FM, Rivers State Television, Love F.M 97.7, and the Nigerian Television Authority (NTA Port Harcourt).

3.3 Administration of data and collection

The data was collected using a structured questionnaire distributed to the employees by the researchers, out of which 180 representing 82.9% response were collected having been filled correctly. These filled questionnaires were used for the analysis.

3.4 Measures of Variables

In order to measure human capital development, 14 item scales was used which includes: Organizational staff training programme having 5 items, organizational staff development 5 items, staff education programme having 4 items while the Organizational survival has 7 items. The dimension reported coefficient alpha values as presented on the table below.

Constructs of Human Capital Development	Alpha Value	Number of items
Training Programme	.758	5
Development Programme	.817	5
Educational Programme	.771	4
Organisational Survival	.791	7

Source: SPSS output version 22.

The KMO measure indicates an adequacy level of 0.68 validating the analysis and this certifying the face and content validity for this study.

3.5 Data Analysis

The data so generated were analysed using Spearman's Rank order correlation coefficient statistical tool with the aid of Statistical Package for Social Sciences (SPSS) version 22.

The bivariate analysis was carried out to ascertain the degree of association existent between the variables studied and are presented in the table below:

Correlations

			Training Programme	Development	Education Programme	Organisational Survival
Spearman's Rho	Training Programme	Correlation Coefficient	1.000	.968**	.860"	.872**
		Sig. (2-tailed)		.000	.000	.000
	N		180	180	180	180
	Development Programme	Correlation Coefficient	.968**	1.000	.838"	.847"
Sig. (2-tailed)		.000		.000	.000	
N		180	180	180	180	
Education Programme	Correlation Coefficient	.860**	.838"	1.000	.987**	
	Sig. (2-tailed)	.000	.000		.000	
N		180	180	180	180	
Organisational Survival	Correlation Coefficient	.872**	.847"	.987"	1.000	
	Sig. (2-tailed)	.000	.000	.000		
N		180	180	180	180	

** . Correlation is significant at the 0.01 level (2-tailed). Compiled by the Researchers using SPSS Version 22

The Spearman rank correlation table above measures the strength of relationship in existence between the variables.

The result reported a very strong and positive correlation between human capital development dimensions and organizational effectiveness as follows:

- i. Training programme and Organisational survival ($\rho = 0.872$, $n = 180$, $p < 0.00$); Meaning that, the null hypothesis (H_{01}) is rejected and the alternate accepted that there is a significant relationship between training programme and organisational survival of telecommunication firms.
- ii. Development programme and organisational survival ($\rho = 0.847$, $n = 180$, $p < 0.00$); implying that the null hypothesis (H_{02}) is rejected and the alternate hypothesis accepted, that is, there is a significant relationship between development programme and organisational survival of broadcasting corporations.
- iii. Education programme and organisational survival ($\rho = 0.987$, $n = 180$, $p < 0.00$); implying that the null hypothesis (H_{03}) is rejected and the alternate hypothesis accepted; that is, there is a significant relationship between education programme and organisational survival of broadcasting corporations.

3.6 Model summary

Model Summary

Model	R	R Square	Adjusted R-Square	Std. Error of the Estimate
1	0.989 ^a	0.978	0.978	1.050

a. Predictors: (Constant), Education Programme, Training Programme and Development Programme.

The above model summary reports a correlation coefficient value of 0.989^a for dimensions of human capital development indicating that there exists a positive association between the human capital development and survival of organisations of broadcasting corporations. The R Square value of 0.978 (97.8%) signifies the coefficient of determination inferring meaning that there is deviation in organizational survival which accounted for education, training, and development programmes, while 2.2% result accounts for other variables. Hence, the result reveals the fact that human capital development enhances the survival of organizations.

4.0 Discussion of Findings

The result of the tested H_{01} which suggests that there exists significant relationship between staff training as an element of human capital and organizational survival agrees with the opinion of Marimuthu, Arokiasam; and Ismail (2009) who assert that when the staff are trained, the performance of firm increases.

In the same vein, the result of the tested H_{02} , and H_{03} reported a significant relationship between staff development in the area of learning and character building with educational strides and organizational

survival. This also tallies with the views of Manzini and Kufa (2016) and also corroborated with the perspectives of human capital investment of Marimuthu, Arokiasamy and Ismail (2009). In their evaluation of the human capital development initiatives and organizational performance with human capital development shows great impact on a firm's performance respectively.

Becker's (1993) argument is in congruence with the three dimensions of human capital development was used in this study. We discovered that there was human capital development in these organizations but not adequately planned for all employees. There were no Manpower Development and Training Departments setup which could plan adequately for all staff than the operating system on ground which favours a few who are in the good books of Management.

We also find that no articulate training and development long term plans for staff.

These broadcasting Corporations did not set up Manpower and Training Departments which would succinctly go into thorough manpower development and training planning for all staff but rather have Personnel Departments are not well-equipped to tackle Manpower planning, training and development.

Adequate training and development budgets were not set aside for Staff training and development across the entire spectrum of staff.

There were no comprehensive training and development programme for continuous staff growth and development for long term organizational survival and sustenance.

5.0 Conclusion

It is extremely clear that staff training and development as an aspect of human capital development affects the survival of broadcasting corporations. Adequate management of this programme may result in employee's loyalty to the organization and contributing financially in no small measure to the growth and survival of an organization. Similarly, the management of staff development which goes beyond skill acquisition for the purpose of job performance and broad education of staff in all that pertain to the organization and its environment including the culture, structure, work ethics, competitiveness, objectives, goals, target, performance output measurement and appraisal amongst others will position the employees adequately to run with the organization as it races on and equip them enough to face challenges ahead. Education is a core sector for achieving the objective of employment; it is a platform which provides the best human resource capital for social and business endeavours as it is altogether a competitively advantageous to the organization.

5.1 Recommendations

From the research analysis and the conclusion above, the following recommendations are postulated for the benefit of broadcasting corporations in Rivers State alongside other organizations as follows:

- i. Organizational survival epic which will result from adequate training and development programme be pursued vigorously;
- ii. The management of Broadcasting Corporations should be adequately informed about its organizational needs in terms of manpower requirements and development.
- iii. These broadcasting Corporations should set up Manpower and Training Departments which will succinctly go into thorough manpower development and training as the existence of Personnel Departments are not well-equipped to tackle Manpower planning, development and training.
- iv. Adequate budgets be set aside for Staff training and development across the entire spectrum of staff.
- v. Organizations should also draw up a comprehensive training and development programme for continuous staff growth and development for long term organizational survival and sustenance.
- vi. There should be the strategy of training and retraining in place.
- vii. This training and development should be trendy and current so as to fall in line with best practices in the world.
- viii. Broadcasting Corporations should look and think ahead of time, and be creative and innovative so as to gain competitive advantage.
- ix. The organization should look beyond just survival but strive to lead in the industry.
- x. The corporations should be privatized for efficiency and balance funding.
- xi. Obsolete equipment should be replaced to meet the technological demand of this jet age of technological advancement.

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Appendix 1
Questionnaire

This study is embarked on to examine the relationship between Human capital development and organizational survival of broadcasting corporations in Rivers State of which this reputable corporation is selected.

This set of questionnaire has been constructed on a 5 point Likert scale indicating. Strongly agree (SA), Agree (A) Undecided (UD), Disagree (D) and Strongly Disagree (SD). Please tick (√)the box most appropriate to your answer.

S/N	Organizational staff training programme	Scale				
		SA	A	UD	D	SD
1.	My training is job – related					
2.	My training enhances my performance					
3.	I work extra hours whenever the need arises					
4.	The training fulfils me on the job					
5.	I get better understanding and knowledge with each training programme					

S/N	Organizational staff training programme	Scale				
		SA	A	UD	D	SD
1.	I am ready for More responsibilities					
2.	I am prepared to make the job my game					
3.	My bossdelegates authority to me without fear of failure					
4.	Roles and responsibilities are well spelt out					
5.	My personalgoals are in congruence with the organizational goal(s)					

S/N	Organizational staff education programme	SA	A	UD	D	SD
		1.	I am well informed about the business environment of my organization			
2.	I know the demands of my job					
3.	I know my organizational structure and culture					
4.	The staff educational programme is enriching and growth oriented					

S/N	Organizational Survival Scale	SA	A	UD	D	SD
		1.	My organizational is barely keeping afloat			
2.	My organization is well placed in the industry					
3.	My organization is viable and growing					
4.	the owners are pleased with the performance of the management					
5.	There is no threat of closure or discontinuity					
6.	The staff work harmoniously in synergy to achieve organizational goals and objectives					
7.	Staff training and development is our competitive advantage					