



Human Resources Management: A Predictive Factor for Sustaining Entrepreneurship Skills Acquisition Training Programme of Ondo State, Nigeria

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Abstract Human resources management is a crucial factor that can sustain any organization. therefore, this study was carried out on human resources management as a predictive factor for sustaining Entrepreneurship Skills Acquisition Training Programme “ESATP” of Ondo State, Nigeria. Descriptive survey research design was adopted for the study. The population of the study comprised the managers of ESATP of Ondo State, Nigeria. The sample size was Ninety subjects, selected through a purposive sampling technique. Data was collected through a self-developed research instrument, entitled “Questionnaire on Human Resources Management: A Predictive Factor for Sustaining Entrepreneurship Skills Acquisition Training Programme of Ondo State, Nigeria,” developed on Four Likert Rating Scale of Strongly Agreed (SA), Agreed (A), Disagreed (D) and Strongly Disagreed (SD). The research instrument was validated by an expert in Test and Measurement, while its reliability was determined through test retest method, 0.68 coefficient reliability, obtained. Research questions were analyzed, using descriptive statistics (frequency counts, simple percentages and means), while research hypotheses was analysed using, Pearson Product Movement Correlation (PPMC). Based on the results of the research, conclusions were made that staff’s recruitment, staff’s development and staff’s motivations are factors that could sustain ESATP of Ondo State, Nigeria. Based on the conclusions, recommendations were made that: staffs should be recruited taking their skills into consideration and their numeral strength. Also, staff’s development should be prioritized.

Keywords Human resources, Management, Sustenance, Entrepreneurship skills acquisition, Training

Introduction

Human resources among other resources are very vital towards achieving organization goals. Omebe [1], asserted that toying with human resources would jeopardized organization goals. Further, it is stated that human resources are very imperative towards the realization of any educational targets and national development in a holistic context. Human resources are the workforce in any organization. They are the human talents that drive organizations towards achieving its vision and mission statement.

Omebe [1], defined human resources management as the design of forms system in an organization to ensure effective and efficient use of human talents to accomplish organizational goals. According to Griffin [2] “human resources management is a set of organizational activities or tasks fashioned at attracting, developing and maintaining an effective workforce. Human resources management is an intricate tasks which concerns with the procurement recruitment, staffing, welfare, maintenance, training and retraining, placement, promotion, motivation relationship, compensation or rewards, transfer and discipline of staff.



Erinsakin [3], asserted that managing human resources entails coordination and harnessing the inherent potentials of human resources or personnels organizations towards achieving their goals. Simply put, it refers to staff's coordination, which is strictly a function of management. The workforce or human resources management is a critical and sensitive role of any management in any organizational setting [1]. Their effective management can either enhance or mar organizational success. Therefore, it is on this contention that this paper addresses human resources management: a predictive factor for sustaining Entrepreneurship Skills acquisition programme of Ondo State, Nigeria.

It is worth noting that the implementation of the training programme in Ondo State, Nigeria began in 1999, shortly when the nation returned to civilian rule, after a long-time political interregnum. It is a way of fulfilling some of the electoral promises made by making life meaningful through employment creation and poverty reduction. Erinsakin [4], observed that Entrepreneurship skill acquisition programme is one of the hurriedly designed and implemented programmes to address some of the socio-economic challenges, ravaging the people of Ondo State, Nigeria economically. Further, it was further contended that the programme would results into wealth creation and incomes generation.

Ogundele, Akingbade and Akinlabi [5], maintained that the programme is very crucial at boosting productivity, motivation, creating employment, prosperity and revitalizing the economy of Ondo State and the nation. Matanmi and Awodun stated that, if Nigeria is willing to move out of the disturbing high level of unemployment and ravaging level of poverty, adequate attention must be given to the growth of entrepreneurship.

Several researches, both empirical and positioned had been conducted on Entrepreneurship skills acquisition programme in areas like; factors affecting the programme, gender orientation towards the programme, evaluation of the programme. Observable, much seem not to have been done on human resources management as a predictive factors of sustaining Entrepreneurship skills acquisition training programme of Ondo State, Nigeria. This, necessitated this study.

Statement of the Problem

Human resources management has been identified as a cogent factor and explicitly a function of management in any organization. Since, effective management of human resources is a crucial factor that can result into achieving organizational goals. It is in this sense, human resources management in Entrepreneurship skills acquisition training programme of Ondo State, Nigeria was planned and implemented, shortly when the country returned into civil rule as a way to curb socio-economic challenges. Also, to revamp, resuscitate and improve the skyrocketing and ricketing economy of Ondo State, Nigeria. it is against this back drop this study was carried out.

Objective of the Study

The general objective of the study was a study of human resources management: a predictive factor for sustaining Entrepreneurship skills acquisition training programme of Ondo State. Specifically, the objectives are to:

- i. ascertain the effect of employees' motivation on sustenance of Entrepreneurship skills acquisition training programme in Ondo State, Nigeria;
- ii. determine whether the staffs' development has influence on sustenance of Entrepreneurship skills acquisition training programme in Ondo State, Nigeria; and
- iii. ascertain the influence of employees' recruitment on Entrepreneurship skills acquisition training programme of Ondo State, Nigeria.

Research Questions

Three research questions were formulated to guide the study:

- i. Does employees' motivation has effect on sustenance of Entrepreneurship skills acquisition training programme in Ondo State, Nigeria?



- ii. Does staffs' development has influence on sustenance of Entrepreneurship skills acquisition training programme of Ondo State, Nigeria?
- iii. What influence does employees' recruitment has on Entrepreneurship skills acquisition training programme of Ondo State, Nigeria?

Research Hypothesis

A research hypothesis was also formulated to guide the study.

H01: There will be no significant relationship between staff's recruitment and Entrepreneurship skills acquisition training programme of Ondo State, Nigeria.

Significance of the Study

The results of the study are significant to the stakeholders in Entrepreneurship skill acquisition training programmes of Ondo State, Nigeria in the following ways;

1. The results of the study will enable Ondo State Government being a major provider of Entrepreneurship skill acquisition programme of Ondo State, Nigeria to know the relationship between human resources management and sustainability of Entrepreneurship skills acquisition training programme of Ondo State, Nigeria.
2. The findings of the research will serve as an eye-opener to all the stakeholders in Entrepreneurship skill acquisition training programme on the need for staff motivation, job commitment, work environment etc to the sustenance of the programme.
3. The study will add to the extant literature in the research area, thus serves as a source of reference in future to the researcher.

Literature Review

Entrepreneurship Skills Acquisition Programme of Ondo State, Nigeria

Ondo State is located in the South-Western part of Nigeria. The state lies, within the Latitude of 50, 451 and 80, 151 and Longitudes 40, 451 and 61 East. It is bordered in the North-West by Ekiti and Kogi State, West-Central by Osun State; North-East and East-Central by Edo State; South-West by Ogun State and South-East by Delta State. the Southern coastline rests on the Atlantic Ocean with considerable territorial water off-shore and is rich in aquatic and mineral resources of significant importance [6].

The state is naturally endowed with abundant natural mineral resources, yet the state's economy is very retrogressive. Agagu [7] notes, that the high rate of unemployment under development in Ondo State is disturbing. Many men and women are jobless in the state. This situation increases crime rate on a daily basis in the State. many jobless youths resort to kidnapping of well-to-do people in the society, prostitution becomes a popular business among ladies. After a long political interregnum in which the military hell away, with the return to civilian rule in 1999 Ondo State in a desperate effort to reduce poverty within the shortest possible time and create wealth, initiated series of poverty reduction programmes to strategically eradicate poverty and improve the standard of living, among the people.

One of the measures and methods geared towards achieving this goal is the establishment of at least one Entrepreneurship skill acquisition training programme centre at each of the 189 Local Government Areas (LGA) of the state. this will enable people to acquire appropriate skills of their within a period of six to twelve months, minimally. This will also enable them obtain sufficient training and subsequently set up their own business, create employment with its multiplier effects in the overall economic development of the state. The implementation of this programme is aimed at reducing unemployment, rural-urban migration, crime rate and increase the standard of living of the programme beneficiaries.

The (EDP) programme is being run by the State Ministry of Commerce and Industry, through the Department of Investment Promotion and Development of the Ministry in collaboration with the National Directorate of Employment (NDE) [6]. The programme is carried out in all the 18 Local Government Areas of the state, within three months, specifically, at the headquarter of each Local Government Council for convenient numbers of people and at regular interval for effective coverage. The communicative effort of the training will be evidence



in: Innovation and creativity, Personal entrepreneurial attributes, Your business idea, Feasibility study, You and the economy, Forms of business, Business planning, Personal requirement, Costing, Producers and services, Social responsibility business, Financial planning, Management of working capital, Record keeping, Start-up capital, Time management, Accident prevention and occupation safety, Cooperative society, Accident prevention and occupation safety, Cooperative societies, Business profiles in Ondo State, A step by step guide to preparing feasibility study for starting your own business, How to access Ondo State Micro-Credit Agency (OSMA) Loan [8].

The following are the objectives of the programme:

The programme is principally aimed at capacity building in entrepreneurship. It is meant to train the clientele of the programme in the following area, as well. Identification of business opportunities and gaps in the market that can be tapped for economic advantages; Mobilization of finance and other resources for doing business; Organization, implementation and management of business; Coping with uncertainties and risks of business; Inculcating the spirit of enterprise management in target groups; and Encouragement of self-employment as a conscious and deliberate choice for self-reliance.

The programme has the following people as target groups: Unemployed young school – teachers including graduates of tertiary institutions; Artisans in quest of knowledge; Graduates of skill acquisition centres, and Other interested citizens of the state [8].

According to Agagu [7], the Ondo State skill acquisition programme is a short-term programme aimed at alleviating poverty among the unemployed. The government believe that training, re-training capacity building and re-orientation of the unemployed with a view to empowering with skills for vibrant productive entrepreneurial and small business development is very important. the establishment of different trades will facilitate the creation of artisans and craftman, which will form the nucleus of the expected industrial revolution in Ondo State. This will promote employment, self-reliance economically, among others.

NDE (2003) notes, that vocational skill acquisition would facilitate innovation and creativity, self-reliance and independence on a long-term basis. Also, it will provide Nigerian youths and adults with vocational skills, which would make them cope with the technologically fast changing world. This however, informed setting up National Directorate of Employment (NDE) in 1986 to address the issue of unemployment accentuated by lack of vocational skill by unemployed youths and adults. Omorunyi and Osunrunde suggest that skill acquisition training and development repairs effective planning [4].

Gambari [9] stresses, that there is no issue, which should be addressed as a matter of urgent national importance, than that of skill acquisition by the youths, considering the failure of our basic education to yield expected positive results with its antecedent consequences, such as, armed robbery, military and kidnapping. He further says that, if third world countries, especially Nigeria would be economically self-reliant, they must necessarily diversify their economy, and encourage youths to embrace self-employment, through appropriate favourable policy, that could facilitate acquisition of entrepreneurship training for self-reliance. The importance of skills acquisition as a panacea to youths' unemployment cannot be over-emphasised. The needs and aspirations of young people require attention, as no government would take the risk of ignoring youths' development.

The youths are invaluable materials in nation building. Hence, they are the leaders of tomorrow. As such, it is the responsibility of all stakeholders in the national development project consisting of the government, non-governmental agencies, international development partners, wealthy individuals, organized private sectors and parents to see that youths in their early years are properly nurtured, through skill acquisition in preparation for their effective roles in the society.

This therefore, entails multi-dimensional approaches involving all stake-holders in the development and implementation processes. Gambari [9], submitted that, the restricting of the nation's education curriculum and mass mobilization of youths for a change of value system and pro-activeness to skill acquisition is a factor for change of values and personal intellectual development.

Diejonah and Orimolade [1] stress that, lack of skill acquisition among the youths inhibit their development and the entire development of the nation. They maintained that Nigerian youths are contending with poverty, unemployment, urbanization, lack of capacity and skills needed to move the economy forward. These realities expose youths in Nigeria to lack of any meaningful means of a sustainable livelihood. Some of them resorted to



involving themselves in prostitution (both male and female), and other nefarious and heinous acts. Therefore, entrepreneurship and skill acquisition knowledge should be accommodated in the Nigeria's curricular for formal and non-formal systems of education.

Methodology

Descriptive survey research design was adopted for the study. Since, the results generated from the study was generalized on the entire study population. The study population comprised managers of Entrepreneurship skills acquisition training programme of Ondo State, Nigeria. The sample size was Ninety (90) subjects, selected through a purposive sampling technique.

Data for the study was collected through a self-developed research instrument, entitled "Questionnaire on Human Resources Management as a Predictive Factor for Sustaining Entrepreneurship Skill Acquisition Training Programme of Ondo State, Nigeria". Fashioned on Four Likert Rating Scale of Strongly Agreed (SA), Agreed (A), Strongly Disagreed (SD) and Disagreed (D). The instrument was validated by an expert in Test and Measurement, while the reliability, was done through, test and retest method and 0.68 coefficient reliability obtained. The research questions were analysed, using descriptive statistics (frequency counts, simple percentages and means), while inferential statistics (Pearson Product Moment Correlation PPMC) was used to analyse the research hypothesis.

Presentation of Findings and Discussion of Result

Research Question One: Does employees' motivation has effects on sustenance of Entrepreneurial skills acquisition training programme of Ondo State, Nigeria?

Table 1: Frequency counts, simple percentages and means on does employees' motivation has effects on substance of entrepreneurship skill acquisition training programme of Ondo State, Nigeria

S/N	Items	SD	D	A	SA	Mean	Remarks
1	Is your productivity a function of motivation receives from ESATP management?	12 13.40%	8 9%	17 19%	53 59%	3.2	Accepted
2	Without motivation from ESATP management, I will not be productive	48 53.30%	20 22.20%	8 9%	4 4.40%	1.4	Rejected
3	My effective service delivery is due to adequate rewards from the management	4 4.40%	6 7%	8 97%	7 8%	1.5	Rejected
4	Rewards from the management does not motivate me to work, effectively	44 49%	21 23.30%	8 9%	7 8%	1.5	Rejected
5	The frequent payment of my salary enhances my efficiency at work	6 7%	4 4.40%	20 22.20%	60 67%	3.4	Accepted
6	I will still be working effectively without frequent payment of salary from ESATP	57 63.30%	13 14.40%	12 13.50%	8 9%	1.7	Rejected
	Total	171 33%	72 14%	95 18.20%	182 35%	2.4	Rejected

Table 1 above shows the result on research question one which state that does employees' motivation has effects on sustenance of Entrepreneurship skill acquisition training programme of Ondo State, Nigeria? On item (1), 53 (59%), strongly agreed, 17 (19%), agreed, 8 (9%) strongly disagreed, while 12 (13.3%) disagreed. On item (2), 4 (4.4%) strongly agreed, 8 (9%) agreed, 20 (22.2%) disagreed, while 48 (53.3%) strongly disagreed.



On item (3), 50 (55.5%) strongly agreed, 30 (33.3%) agreed, 6 (7%) disagreed, while 4 (4.4%) strongly disagreed. On item (4), 7 (8%) strongly agreed, 8 (9%) agreed, 21 (23.5%) disagreed, while 44 (49%) strongly disagreed. On item (5), 60 (67%) strongly agreed, 20 (22.2%) agreed, 4 (4.4%) disagreed, while 6 (7%) strongly disagreed. Finally, on item (6), 8 (9%) for strongly agreed, 12 (12.3%) agreed, 18 (14.4%) disagreed, while 57 (63.3%) strongly disagreed.

The results shows the average mean of rating scale four ($\bar{X} = 2.4$) which is lesser than the average mean of four which is ($\bar{X} = 2.5$). This indicates that employee's motivation has no positive effects on sustenance of Entrepreneurship skill acquisition programme of Ondo State, Nigeria.

The results is at variance with some scholars submission that motivation is forms of rewards and other incentives could improve the quality and quantity of work done by employee in any organization.

Research Question Two: Does staffs' development has influence on sustenance of Entrepreneurship skills acquisition training programme of Ondo State, Nigeria?

Table 2: Frequency counts, simple percentages and mean on does staffs' development has influence on sustenance of Entrepreneurship skill acquisition training programme of Ondo State, Nigeria

S/N	Items	SD	D	A	SA	Mean	Remarks
1	Staffs' development encouragement to work hard in the programme	4 4.40%	6 7%	15 17%	65 72.20%	3.6	Accepted
2	Due to lack of staffs' development my desire to work hard is affected to work hard is affected	5 5.50%	7 8%	9 10%	69 77%	3.6	Accepted
3	That ESATP management frequently sponsor my training and retraining encourage my productivity, maximally?	10 11.10%	8 9%	11 12.50%	61 68%	3.3	Accepted
4	I failed to be productive, due way to my denied of embarking on training and retraining programme by ESATP management	4 4.40%	5 5.50%	21 23.30%	60 67%	3.5	Accepted
	Total	23 6.30%	26 7.20%	56 15.50%	255 71%	3.5	Accepted

Table 2 shows the findings on research question 2 that states does staff development has influence on sustenance of Entrepreneurship skill acquisition training programme of Ondo State, Nigeria. On item (1), 65 (72.2%) among the respondents strongly agreed, 15 (17%) agreed, 6 (7%) disagreed, while 4 (4.4%) strongly disagreed. On item (2), 69 (77%) strongly agreed, 9 (10%) agreed, 7 (8%) disagreed while 5 (5.5%) strongly disagreed. On item (3), 61 (68%) strongly agreed, 11 (12.2%) agreed, 8 (9%) disagreed, while 10 (11.1%) strongly disagreed. Finally, on item (4), 60 (67%) among the respondents strongly agreed, 21 (23.3%) agreed, 5 (5.5%) disagreed, while 4 (4.4%) strongly disagreed. The results reveal an average mean of Rating Scale of Four as ($\bar{X} = 3.5$) which is greater than ($\bar{X} = 2.5$). Thus, means that staff's development can sustain the Entrepreneurship skill acquisition training programme of Ondo State, Nigeria.

The result is in consonance with the opinion of Omebe [1], that staff's development or training improves employer's skill and competence which they need for better performance, which they could acquire through in-service training, conference, workshops and seminars.



Research Question Three: What influence does employers' recruitment has on sustenance of Entrepreneurship skill acquisition training programme of Ondo State, Nigeria?

Table 3: Frequency counts, simple percentages and mean on what influence does employers' recruitment has on substance of Entrepreneurship skill acquisition training programme of Ondo State, Nigeria

S/N	Items	SD	D	A	SA	Mean	Remarks
1	ESATP of Ondo State, Nigeria have enough staff	56 62.20%	20 22.20%	6 7%	9 10%	1.7	Rejected
2	ESATP does not have through staff	10 11.10%	6 7%	10 11.10%	64 71.10%	3.4	Accepted
3	Skillful staff were recruited for ESATP of Ondo State, Nigeria	40 44.40%	30 33.30%	12 13.30%	8 9%	1.9	Rejected
4	Staff of ESATP of Ondo State, Nigeria are not technically skillful	12 13.30%	8 9%	30 33.30%	40 44.40%	3.4	Accepted
5	ESATP staff of Ondo State, Nigeria were recruited based on merit	6 7%	14 15.50%	23 25.50%	47 52.20%	3.2	Accepted
6	ESATP staff were not recruited on the basis of merit	13 14.40%	15 17%	26 29%	36 40%	2.9	Rejected
	Total	137 25.30%	93 17.10%	107 20%	204 38%	2.7	Accepted

Table 3 shows the results on what influence does staff's recruitment has on sustenance of Entrepreneurship skill acquisition training programme of Ondo State, Nigeria. On item (1), 9 (10%) of the recruitment strongly agreed, 6 (7%) agreed, 20 (22.2%) disagreed while 56 (62.2%), strongly disagreed.

On item (2), 64 (71.1%) strongly agreed, 10 (11.1%) agreed, 6 (7%) disagreed, while 10 (11.1%) strongly disagreed. On item (3), 8 (9%) strongly agreed, 12 (13.3%) agreed, 30 (33.3%) disagreed, while 40 (44.4%). On item (4), 40 (44.4%) strongly agreed, 30 (33.3%) strongly disagreed. On item (5), 47 (52.2%) strongly agreed, 23 (25.5%) agreed, 14 (15.5%) disagreed, while 6 (7%) strongly disagreed. Finally, on item (6), 36 (40%) strongly agreed, 26 (29%) agreed, 15 (17%) disagreed, while 13 (14.4%) strongly disagreed.

The results shows the average mean of four ($\bar{X} = 2.5$), which is lesser than the average mean of rating scale of four ($\bar{X} = 2.7$). Thus, portends that positively staff's recruitment of ESATP of Ondo State, Nigeria could sustain the programme. This result agrees with the submission of some scholars Erinsakin [4] and Omebe [1] that staffing of any organization is very vital. Staffing is not all about recruiting people, rather recruiting people with the appropriate and necessary skills abilities, knowledge and experience to strive effectively towards achieving the stated goals of the organization.

Research Hypothesis: There will be no significant relationship between Entrepreneurship skills acquisition training programme of Ondo State, Nigeria.

Table 4: Pearson Product Moment Correlation on there will be no significant relationship between staff's recruitment and skill acquisition training programme of Ondo State, Nigeria

Variables	Means	Std. Dev.	N	R	P	Remarks
Staff's recruitment	13.4124	1.4034	90	0.20*	0	Sig.
Sustenance of ESATP of Ondo State, Nigeria	12.3012	1.3502	90	0.19*	0	

*Significant at 0.05 level

Table 4 shows the relationship between staff's recruitment and ESATP of Ondo State, Nigeria. While staff's recruitment ($r = 0.20^*$, $N = 90$, $P < .05$), ($r = 0.19^*$, $N = 90$, $P < .05$) for sustenance of ESATP. Hence, staff's recruitment of the training programme should positively sustain the programme in Ondo State, Nigeria. Thus,



further supposed and the opinion of several scholars in terms of influence quantity and quality to the sustainability of any organization.

Conclusion

Based on the results of the research, conclusions were made that; human resources management (staff recruitment and staff's development etc) are predictive factors that could sustain ESATP of Ondo State and any organizations alike. However, motivation has significance influence of ESATP, sustainability.

Recommendations

Based on the conclusion, the following recommendations were made;

1. Personnel of ESATP of Ondo State, Nigeria should be carefully selected, training into consideration, their competence and quantity.
2. ESATP staff of Ondo State, Nigeria should be encouraged and sponsored on training and retraining programme for upgrading of skills for maximal productivity or effective service delivery.
3. Human resources of ESATP should be well motivated in form of praises, gifts regular payment and conducive work environment. Hence, motivation can stir employers to work efficiently and effectively towards achieving organization or programmes targets.

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