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Building Organisational Vitality from the Inside Out: A Human Resource Development Perspective

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Abstract

This study investigated the relationship between human resource development and organisational vitality. Human resource development policies play an important role in developing, appreciating and retaining talents. They also foster employees' commitment or accountability, which motivates them to act and work or perform their work in a more flexible and adaptive way and pushes them to move towards excellence in organizations. Therefore, planning an organizational strategy or long-term structure should take into account that such structure or strategy aims at producing and supplying the added-value products and services should address developing and implementing human resource development policies that will result in the resourcefulness of employees in a given organization (Legge, 2006). In conclusion, it was stated that the adoption and practice of human resource development programs which emphasize onthe cognitive, capabilities and behavioural features of the workforce promotes and improves on organisational vitality. Therefore, it is recommended that in developing the capabilities of the human resource, that training and development packages and content be aligned with the market needs and expectations of the business context. This suggests the need for organizations to engage actively in research and development programs designed to capture and integrate knowledge about the environment in a way that allows for effective repositioning of the organizations human resource to tackle such issues.

Key words: Human Resource Development, Organisational Vitality, Growth, Resilience, Responsiveness

Introduction

Organizations today have been launched into an era of disruption, with each passing day they find themselves in highly competitive and changing business environments that most times alter their functionality, threaten their survival and hinder them from succeeding (Septiarini, Fillianti & Suprayogi, 2020; Cascio & Montealegre, 2016). No organization irrespective of size and modus operandi is immune to change, it is surety, it must be expected and welcomed when it occurs no matter its level of unpleasantness. Changes in organizations are driven by technological advancements, cultural forces, industry policies, business rivals and even a pandemic such as the coronavirus (Jesiah & Pachayappan, 2020). These myriads of factors do not just destabilize an organization's overall functionality and wellbeing but also usher in entropy if not properly managed. Digitization and its resultant effect have made it practically impossible for organizations to remain the same, imposing on organizations the duty to not just ensure their survival but also maintain their relevance in the business world. For an organization to maintain relevance, organizations must be at the top of their game by not just foreseeing changes before they occur but ensuring that they strive to adapt and flexibly respond to foreseen and/or unforeseen changes within their domain. It is pertinent to note, however, that irrespective of how much an organization tries to pre-empt its locale, there is always need to give room for surprises. This position is sequel to the important lesson COVID-19 has taught the business world (Don-Baridam, 2020).Hence, organizations are like living human beings. They can remain strong to do their business and make progress in some business situations that present advantages oropportunities. The organizations can also fall ill or unhealthy at some points due to situations and circumstances emerging in the business environment (Dickson, 2021; Bishwas, 2011). Therefore, organizations should be effectively managed to have strategic health and vitality in order to adapt to changing business conditions in the environment. Companies that can recreate or change themselves with respect to environmental change will remain vital in the long term and remain competitive in the market. Vitality should be inherent in the organization and permeate all members of the workplace (Biswa, 2011).Organizational vitality is a continuously moving target which contributes to performance during business-as-usual and crisis situations (Mitroff, 2005). Itrequires organizations to adapt and to be highly reliable (Weick & Sutcliffe, 2007), and enables them to manage disruptive challenges (Durodie, 2003). Organisational vitality is the energy or health the organization has to continue doing business in the face of changing business environment. It encompasses the physical and mental wellbeing of the workplace that help management to face the challenges and opportunities presented in the business space by transacting business. The energy or health of the company drives its proactiveness

and reactiveness to survive a turbulent and ever-changing business environment (Mills, 2022; Bishwas, 2011).

Vital organizations are not just those that are healthy or energized but those who can identify and engage competent employees that can fit into their roles; withstand challenges and adjust to unforeseen circumstances in order to achieve firm vitality. organizational vitality is the business and economic health of an organization that drives its going concern. Akpotu andKonyefa (2018) posits that organizational vitality is the firm energy reproduced in its resources, capabilities and competences to enable it compete favourably, survive and achieve competitive advantage. Thus, the vitality of an organization refers to theequipped strength of the workplace that is sustainable for the firm's growth and survival. Bishwas (2015) opined that the vitality of a firm is largely dependent on the employees' competence and strategic knowledge management. Thus, a firm's vitality is the operational strength of the workplace that is sustainable for the company's growth and survival. Therefore, it is important for all organizations irrespective of sizes and relative sectors to have sustained vitality that will ensure the continuous health and sustainability of the company (Akpotu & Ozioko, 2020).The issues of organisational vitality in the work organization can be supported with numerous workplace strategies such as entrepreneurship, change management, workplace resource integration, strategic management, etc. Importantly, management of change is laudable in today's business environment that is filled with uncertainty (Dickson, 2021). However, for organisations to be fully functional human factor is required. It is human being that constitute the main source of its capabilities as well as the main promoters and anticipators of change (Holbeche, 2018; Munteanu et al., 2020). The traditional view of people as tools have shifted in modern business. People are now being seen as creative, highly motivated, and adaptive resources that are essential to be nurtured and developed. As a result, human resources have become the most significant resource of any business and must be invested in accordingly (Ertürk, 2011:4).In today's world of work, organizational structures and technology change rapidly. In this environment, organizations have to continuously adjust their working procedures to remain competitive, and employment contracts have become more flexible (Gonzalez Vazquez et al., 2019). Facing these conditions, organizations need employees who can quickly learn new skills, continuously master new roles, proactively develop their careers and adapt to new situations (van der Horst & Klehe, 2019). Employees' level of preparedness to cope with present and future career changes and to adapt to new conditions is captured by the concept of Human resource development (Hirschi et al., 2015). Human resource development describes practices or actions adopted and designed by the organization in the grooming and development of the functional features of the workers or human resource of the organization

(Vosburgh, 2007; Sharma, 2004). Human resource development is important for the effectiveness of the workers. This is because it links behaviour and expertise with the growing changes or development of the environment of the organization. Human resource development programs and practices as such are most effective when they emerge or are based on addressing specific issues or problems identified within particularcontexts (Vosburgh, 2007). While this position emphasizes on the specificity of development programs over general assumptions about what the organization needs; it nonetheless identifies such specificity as imperative for effectiveness and program contentsuitability.The development of the organization's human resources should not be constrained to traditional training features; designed decades prior to current market dynamics, but should rather draw on expanding the knowledge base and creative capacities of the workforce in line with the developments in their environment and with regards to work or role expectations (Haslinda, 2009; Kahnweiler, 2008). Langbert and Friedman (2002) argued that human resource development entails much more than the growth ofthe workers within the structures of the organization or the succession of leadership; according to him, it also involves their capacity for meaningful contributions and relevance within the organization (Mankini, 2001). This aspect of relevance is hingedon the content of their service and the extent to which they are able to make substantial contributions to the overall functionality of the organization. Hence, human resource development should build on expanding and enhancing the cognitive, capabilitiesand behavioural features of their human resources.Given the importance of this issue, a growing empirical study have examined organizational vitality with other predictor variable (Akpotu & Konyefa, 2018; John-Eke & Tamunomiebi, 2021; Dickson, 2021; John-Eke & Gabriel, 2021; Gabriel, George & Adim, 2021; Adim & Asawo, 2021). The above studies have made important findings and recommendations on organizational vitality. However, the researcher observes that there has been little research effort that considers the predictive role of human resources development on organizational agility, hence a knowledge gap exists which this study as its points of departure seeks to examine the relationship between human resources development and organizational vitality.Conceptual frameworkIn this study, the conceptual framework is premised on relationship between two main variables: human resource development and organisational vitality. Human resource development is considered an antecedent to organisational vitality. Assuch the relationship is considered as one-way as it focused on the impact of human resource development features such as cognitive, capabilities and behavioural development (Halpern, 2002) on organisational vitality (John-Eke and Tamunomiebi, 2021) with outcomes such as growth, resilience and responsiveness.

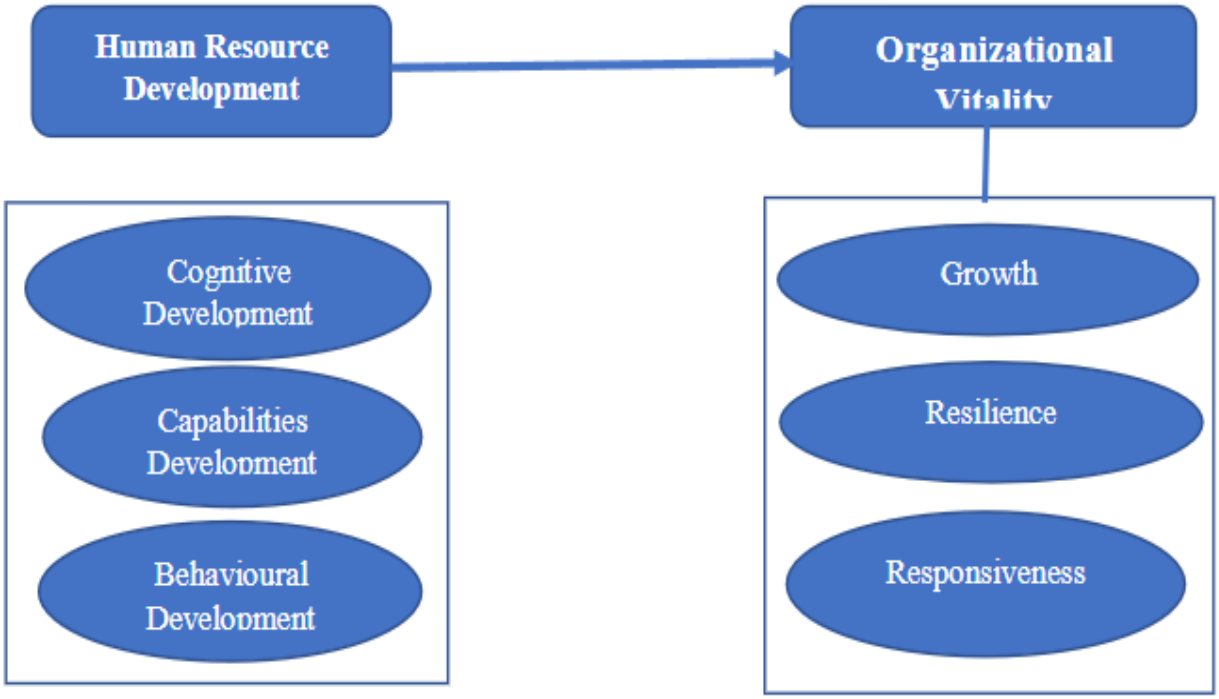


Figure 1: Conceptual framework of the relationship between human resource development and organisational vitality.Source: Researcher's desk (2020) with dimensions adapted from Halpern (2002) and measures adapted from John-Eke and Tamunomiebi, (2021).

Materials and Methods

Theoretical FoundationThe study adopts the resource-based view theory in its assessment of the relationship between human resource development and organisational vitality. Resource Based View Theory In addressing the relationship between human resource development and organisational vitality, this thesis adopts the resource-based view (RBV) theory as its theoretical foundation. This choice is premised on the position advanced by the theory that the resources of the organization, if adequately developed and invested in, can serve to strategically position the organization within its market (Makadok, 2001). According to Lee, Lee and Pennings (2001), the resource-based view theory describes the organizations resources as key to its competitiveadvantage. However, by development, the theory identifies the need for resources to be inimitable, rare and unique in nature. In other words, processes and activities geared towards the development of the organization's resources should focus on enhancingtheir qualities, expertise, and capabilities in such a way that they can make meaningful and rare contributions towards the organization and such that their skills are not easily imitated or transferred.

The resource-based theory has been developed since the nineties of the 20th century. It

was first introduced by Wernerfelt (cited in Makadok, 2001) and later popularized by Barney (cited in Makadok, 2001). More importance in this concept started to be attached to resources and competencies in the firm as the basis for formulation of the strategy. In the resource-based view, value-creating by the firm is affected by combination of the competitive strategy and the resource base (Eldor and Harpaz, 2016). It is generally accepted that a key for achievement of competitive advantage is a business system used in the firm (the way the operations are carried out), which is comprised of a resource base, system of operation and range of products offered.

Effective value-creation and achievement of competitive advantage result from harmonization of these three elements. Undoubtedly, the resource-base (of tangible and intangible resources) is a factor which allows for production of any product and it is more and more frequently regarded as a source of survival and success of the firm. The principal assumption of the resource-base view was Barney's (cited in Makadok, 2001) position that firm resources are 'all assets, capabilities, organizational processes, firm attributes, information, knowledge, etc., controlled by a firm that enable the firm to conceive of and implement strategies that improve its efficiency and effectiveness'. Hence, the essence of the resource-based concept is a belief that it is resources and firm's competencies inherent in the firm (rather than in the environment) which determine its success. This approach to resources indicates its attributes. According to Barney (cited in Makadok, 2001), the resources which determine competitive advantage have to meet and drive the needs of the organization, i.e. they should be valuable, inimitable, rare and non-substitutable.

This study anchors on the theoretical premise offered by the resource base view theory, particularly its prediction of the advantageous outcomes of organizations drawing from the development oftheir resources, particularly the human resource (Eldor and Harpaz, 2016). This is as it identifies activities targeted at the development of the cognitive, capabilities and behaviour features of the human resource of the organization as possibly leading to organisational vitality. By this the study predicts that the development of the human resource can drive the level of creativity, ingenuity and efficiency and thus enhance the growth, resilience and responsiveness of the workforce.

The Concept of HumanResource Development

Human resource development describes activities, programs and actions undertaken in order to enhance and improve on the functionality and features of the human resource of the organization (Ivancevich, 2007). This is considered an important function of management given the growing competition and rivalry within various markets and

industries. In order to survive, organizations are expected to invest in and develop their human resource in a way that advances their level of knowledge, expertise and competency. As earlier noted, the goal of human resource development is often aimed at improving their features and also enhancing their level of expertise. However, Gilley and Maycunich (2000) argued in line with the RBV, that the uniqueness and actual competitiveness of the human resource lies in its capacity for resourcefulness and creativity. As such, the goal of human resource development should not focus on the myopia of daily work continuity and basic role performance but should also focus on engaging the intellect and imagination of the worker in a way that roles are performed creatively and distinctively.

Human resource development is the practice of increasing the learning capacity of individuals, groups, collectives, and organizationsfor the purpose of optimizing human and organization growth and effectiveness (Fischer, 2013) Human resources development is set against a background of turbulence and change in organizational life, changes in business environment, work processes, and organization culture. Developing Human resource is associated with a wide range of concepts and perspective. Human resources development is integrated use of training and development, career development, and organizational development to improve individual aswell as organizational effectiveness (Uday Kumar Haldar 2009). An educated and well-trained work force is considered to be essential to the maintenance of a business firm's competitive advantage in a global economy. It is also believed that human resources development can and should be a powerful agent to facilitate a firm's expansion and the development of capabilities, thus enhancing profitability (Fischer, 2013). However, Westhead and Storey (cited in Bapna et al 2013) suggest that employees in SMEs aremuch less likely to receive training than their counter -parts in larger organizations. They offer two possible explanations to account for this phenomenon. One is "ignorance", which suggest that small business owners are not aware of the benefits of human resources development and consequently provides less than an optimal amount of it to their employees.

According to Lowman, (2002), Human resource development is the framework for helping employees develops their personal and organizational skills, knowledge, and abilities. Human resource development includes such opportunities as employee training, employee career development, performance management and development, coaching, succession planning, key employee identification, tuition assistance, and organization development. Development involves the modification of behaviour through experience. It provides for people to do better in the existing jobs and prepare them for greater responsibilities in future. It builds on strengths to help to overcome weaknesses and ensure that the organization has the expertise in need. Training on the other hand, primarily focuses on

teaching organizational members how to perform their current jobs and helping them acquire the knowledge and skills they need to be effective performers. Lowman, (2002), states that the focus of all aspects of Human resource development is on developing the most superior workforce so that the organization and individual employees can accomplish their work goals in service to customers.

Dimensionsof Human Resource Development

Cognitive Development: This describes the actions and processes involved in enhancing the workers level of awareness and understanding of his context and his role or responsibility towards the environment (Halpern, 2002). Cognitive development refers to programs, activities or actions undertaken by the organization to stimulate and improve the workers reasoning capacity and knowledge about the expectations of their job as well as the various ways, tools and platforms availablefor engaging and addressing work-related issues. As such cognitive development also contributes towards improving the workers level of imagination and resourcefulness on in their roles and responsibilities (Halpern, 2002).

Knowing that they are cared about investing in, employees will tend to work harder in order to reciprocate the favour. Hard work eventually leads to more returns, and this might be in terms of production or even profit margins. Trained personnel will also ask for less help, ultimately improving their own efficiency further. Employee development gives the workforce a good chance to realize their potential and eventually work at their highest level. When an employer realizes the potential in a staff member, and then sends that employee to class to improve his or her skills, the trained staff will be more willing to work at their best level of ability. Maximizing the potential of the workforce has a direct positive impact on the business or organization's profit levels.

Capabilities Development: This refers to the actions and steps taken towards improving the skills and expertise of workers. This is a more practical process and feature of human resource development as it entails the development of practical and technical skill sets such as computer knowledge, expertise in software programs, and operational expertise in the handling and operating of office or organizational equipment (Halpern, 2002; Zanko, 2003). Capabilities development draws on enhancing the workers competencies and functional capacities in their duties and roles. The development of capabilities is such that is based on the identification of the gaps and deficiencies inherent within the workforce of the organization. Capabilities development is fundamental and imperative for advancing the skills and knowledge of workers in line with their roles and expectations which is a key to enhancing the skills and capacities of the workers in a manner that

corresponds with the expectations of the organization (Halpern, 2002). Capabilities development as a dimension of human resource development is premised on the development of training content that aligns with the actual gaps and skill-deficiencies of the organization's workforce.

Technological developments and organizational change have gradually caused some employers to realize that success lie in the skills and abilities of their employees thus this means considerable and continuous investment in training and development. This has been brought to light by the rise in human resources management, with its emphasis on the importance of people and the skills they possess in enhancing organizational efficiency (Vince, 2014). Such human resource management concepts such as —commitment to the company and the growth in the —quality movement have promoted senior management teams to realize the increased importance of training, human resource development and long term education intended to mean basic instruction in knowledge and skills designed to enable people to make the most of life in general(Tran, 2015; Vince, 2014). There has also been increased recognition of the need to complement the qualities of employees with the needs of the organization. Such concepts require not only careful planning but also greater emphasis on employee developmentaimed at improving their skills and competencies.

Behavioural Development: This describes the actions and processes taken towards enhancing the workers overall disposition towards co-workers, and clients of the organization (Halpern, 2002). It is a reflection of the re-alignment of workers values and orientation towards work in a way that refines their actions, making them more courteous, respectful, conforming, and in that way truly reflecting the image of the organization. Behavioural development draws on building the relationships within the organization; enhancing the level of cooperation between staff and also driving the wellbeing and health of the organization through its development of the behaviour and attitudes of the employees (Halpern, 2002).

Mainly organizations go for training programs to improve productivity and quality, to increase organizational and employee morale, to motivate employees, to achieve financial gains, for prevention from industrial accidents, to provide wider awareness to employees that leads them to enhance their personal growth, to reduce employees' turnover intentions, for enhancement of company's image through conducting ethics training and for updating employees skills to align them with company's goals and objectives. Through behavioural development, employees' need for supervision gets decreased and they can make better decisions on their own and involved in effective problem solving (Vince, 2014). Human resource development gives basis to personal development by helping employees to develop leadership talent and communication skills, it decreases their fear in attempting new tasks

and enables them to handle stress, frustration and conflicts. These factors give them a chance to perform better which result in developing feelings of satisfaction towards their job. Behavioural development enhances required talents and capabilities in employees which ensure that each and every employee can give contribution towards organization's strategic objectives (Vince, 2014).

The Concept of Organisational Vitality

Organisational vitality is the general well-being of the workplace. It is the current health and energy status of the organization which defines it fit to do work in relative environmental conditions. The health and vitality of the firm enables the organization to adapt to situations and circumstances emerging in the business environment. Lack of energy and good wellbeing of the organization may threaten its continuous performance in the market. Therefore, the strategic or long-term performance of an organization requires organizations to have sound health and vitality just like a living human being who requires good energy fit to do work (Akpotu & Konyefa, 2018). Hence, the organization must be with a sound health for it to be a going concern and perform exceptionally and consistently maximize shareholders value.

According to Malik, Maclntosh and Mcmaster (2015), organisational vitality is the physical and mental wellbeing of the workplace. Like human being, organizations can remain strong to do their businesses and make progress, they can fall ill at some point due to situations and circumstances emerging within the company or in the business environment. Therefore, corporations need to be healthy to continue in business irrespective of the situations prevailing in the company's internal and external environment (Akpotu & Ozioko, 2020). It is therefore important for organizations to develop a vitality model which will help the company to check or x-ray its vitality rate and develop strategies for improvement so that the company can remain healthy over the long-term horizon. The vitality model brings together knowledge, leadership, company forms, growth phases and growth challenges etc which the firm integrates and operationalize for its continuous strong health and vitality in the industry (Dickson, 2021; Malik, Macltosh & Mcmaster, 2015). Hence, management of an organization should inject into the organization all the resources both human and materials that are needed to sustain a vital workplace.

Measures of Organisational Vitality

Growth: The construct of growth is one of the measures of organisational vitality and a corporate strategy which is used to measure increase in productivity of the work

organization. Business growth measures increase in sales, assets, net profit and an opportunity to leverage the experience curve in order to reduce per unit cost of products in order to increase profitability (Ngek & Vanzyl, 2014). Thus, businesses can experience different kinds of growth ranging from strategic, internal, organic, partnership or alliance, merger, acquisition growth. Organizations seeking growth can make growth trajectory through these evolving growth typologies (Achetenhagen, Naidi & Melin, 2010). Hence, every forward-thinking organization should always seek growth in business.

Business growth is a stage where the business organization reaches the point for expansion and demand additional alternatives to generate more profit (Gailly et al., 2004). Business growth is a function of the business lifecycle, industry growth trends and the owners desire for equity value creation and maximization of shareholders value (Sumari, 2013; Gerald & Elsifa, 2013). According to Gerald and Elsifa (2013), growth could be defined as the increase in size and improvement in quantity and quality of a business system as a result of the process of development. Growth in business is associated with some indicators; expansion in number of branches and subsidiaries, number of employees, number of oversea or international subsidiaries etc. Again, business growth can also be measured by sales growth, market share, revenue growth etc (Iacobucci & Rosa, 2010).

Resilience: Resilience is one of the measures of organisational vitality. Seville et al. (2008) defined organizational resilience as an organization's ability to survive, and potentially even thrive, in times of crisis. Being resilient can provide organizations with competitive advantage (Parsons, 2007). Resilience is considered an imperative for organizations during crisis events or situations as it ensures the continuity of the business and its survival (Don-Baridam, 2020). Organizations need to constantly respond not just to one time crisis or disaster event but to continuously anticipate and adjust to trends that permanently impair the earning power of the organization. The ability of any organization to maintain its standard and remain viable in the face of many perturbations today is a reflection of how resilient such organization could be. This is affirmed in Umoh (2009) who asserts that social organizations have to absorb environmental disturbances of all kinds in the process of achieving goals or objectives. He contends that the regulatory capacity of a subsystem is limited to its variety i.e. complexity. The regulator must generate higher variety than that of the situation being regulated, otherwise it is impossible to bring and keep the situation within the set of desirable states. This is also in consonance with the law of requisite variety cited in Umoh (2009) that "only variety absorbs variety". The concept of a system being viable can be seen in the context of how resilient it is. How proactive managers of organizations are in dealing with crisis, how prepared they are, is a measure of their viability.

It is the ability of the organization to cope with challenges or crisis in the task or operating environment. Resilience is the company's mental and physical ability to withstand adversity existing within the internal and external business environment (Serrat, 2013). Thus, it encompasses positive adaptation for the company to regain mental health status irrespective of prevailing situations confronting the organization. Companies should be resilient if they seek to survive in challenging or turbulent times. The organizations should learn, unlearn and relearn about the business conditions, make critical investments in leadership, culture and workplace networks, manage change in order to cope with business adversities (Serrat, 2013).

According to Pal, Torstensson and Mathila (2011), resilience could be defined as firms' capability to adjust to impending circumstances or situations in the business environment. Organization should survive in the course of doing business, irrespective of the situations the environment present. Resilience in the work organization is requirement for survival and success, lack of resilience of an organization may lead to dysfunctional workplace in the face of today's ever-changing and turbulent environment (Pal, Torstensosn & Mattila, 2011). It is therefore, imperative for top echelon management in the workplace to lead resilient organizations at all times. This, they can do by developing adaptive or coping strategies that are relevant and adaptive to the vagariesimposed by the external business environment.

Responsiveness: Organizational responsiveness refers to the extent to which firms react rapidly to changes in a business environment to seize potential opportunities (Gabriel, George & Adim, 2021). Responsiveness refers to the extent to which firms react rapidly to changes in a business environment to seize potential opportunities (Bernardes & Hanna, 2009). This responsiveness reflects "the efficiency and effectiveness with which firms' sense, interpret, and act on market stimuli (Garrett, Covin & Slevin, 2009), and has been treated as a competitive advantage. For example, Wei and Wang (2011) proposed that this responsiveness represents a competitive marketing advantage by deploying resources to satisfy customerneeds. Inman Sale, Green, Jr and Whitten (2011) noted that a firm with a high level of responsiveness outperforms its competitors in terms of operations. Inman et al. (2011) noted that a firm with a high level of responsiveness outperforms its competitorsin terms of operations.

Organisational responsiveness describes the organization's capacity for modifying and effectively aligning its systems and functions in a manner that adequately addresses the changes and development within its context (Cegarra-Navarro & Martinez-Conesa, 2007; Day, 2005). Ngo and O'Cass (2012) observed that organizations that are responsive tend to

be more effective in their functional capacities and in driving for product and service features that are well suited to the needs of itsenvironment and market expectations. Day (2005) stated that organisational responsiveness is anchored on organisational learning and knowledge transfer which serve to inform and upgrade the dynamics of the organization in such a way that enhances its ability to perform adequately. Organisational responsiveness builds on its relationships and its ability to follow the trends and features that shape its environment.

Results and Discussion

Human Resource Development and Organisational Vitality

Human resource development, according to Johnason (2009) is imperative for aligning employee competencies and behaviour with the needs and gaps in the environment. As such, human resource development channels the contributions and actions of the organization's human resource towards the effective engagement of the problems and challenges that pervade its context (Johnason, 2009; Wilcoxson, 2003; Sharma, 2004). It is therefore essential that the development programs and content are specifically designed and patterned in line with the goals and objectives of the organization. Waal (2007) noted that a lot of organizations currently engaged in various human resource activities are unable to attain improvements or realize any substantial benefits from their activities. This is because, they tend to adopt training practices and programs that offer a generalistic approach towards their problems rather than specifying program activities or content that are practical and which are emergent from context and as such pertinent to solving their own problems.

A study was carried out by Asfaw, Argaw and Bayissa (2015) on the effect of employee development on the performance and effectiveness of the employee in Addis Ababa, Ethiopia at District Five Administrative office. Data was collected through systematic technique with a respond rate of ninety four percent indicated that there was correlation and significant relationship between employee development and the performance of employee. The gap that exists in this study is reflected in its focuson performance. The current research intends to focus on resourcefulness. The research also was conducted in the administrative sector different from the tea sector where the current study (hotels in the south-south of Nigeria) is being carried out. Ethiopia also is a different setting from Nigeria where the current study is intended to be based.

A study was carried out by Saghir (2014) on the effect of training development on employee performance in supermarket industry research in Karachi, Pakistan. The research took 100 respondents as the sample size and used questionnaires to gather information. The findings indicate a positive and significant association between training and

development and employee performance in the supermarket within Pakistan. Thereis a research gap that exists in this study as the research was done in the supermarket industry and yet focused on performance. The researcher would thus want to explore if the same exists in hotels in Nigeria and to also establish the relationship between human resource development and employee resourcefulness. The research was also carried out in Pakistan whose setting is different from Nigeria where the current research is to be premised.

A study was carried out in Nigeria by Malaola and Ogbuabor (2013) on the effects of training and manpower development in employees' productivity, 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 was analysed using descriptive statistics. The findings of the study show that majority (70%) of the respondents agreed that training and manpower development has enhanced their efficiency and job productivity. Secondly, Majority (80%) of the respondents agreed that manpower development enhanced organizational performance. A research gap exists in the above study as the researcher only found out that training and development enhances productivity this research would thus want to find out if it also affects resourcefulness in terms of affective, behavioural and intellectual resourcefulness. The sector, in which the study was done the banking sector, is different from the current sector of study -the hospitality sector (hotels in Nigeria).

Tan and Nasurdin (2011), examine the relationship between human resource development practices, such as performance appraisal, career management, training, reward system and recruitment, the mediating role of knowledge management and resourceful behaviour in manufacturing companies in Malaysia. The statistical results researchers obtained showed that human resource development practices have a significant positive impact on resourceful behaviour. The results of the study imply in order to foster resourcefulness in Malaysian organizations; human resource development practices must be applied effectively (Tan and Nasurdin, 2011). In the work of Exploring human resource development meta-features that foster employees' resourceful work behaviour in times of increasing work-life conflictAbstein and Spieth (2014) aimed to enhance the understanding of how human resource development can be applied to endorse employees' engagement in resourceful activities and to reduce work-life conflict (WLC).

This is as Abstein and Spieth (2014) pursued qualitative, interview-based research in German manufacturing and service industries and questioned 21 professionals for HR issues. The findings of the research revealed that "human resource development contributes to IWB and enhances resourcefulness mainly through the four meta-features: "individual orientation', 'discretion orientation', 'effort orientation' and 'expectancy orientation" (Abstein and Spieth, 2014). 'Discretion orientation' meta-feature could be conceptualized in two

dimensions: involvementand autonomy. Abstein and Spieth (2014) also found, that autonomy and participation encourage employees' resourceful work behaviour, as "the greatest possible freedom along with high degree of responsibility is an essential prerequisite for developing employees' potential (Abstein and Spieth, 2014). Therefore, it could be concluded, that participation and job design human resource development practices encourage resourcefulness in employees.

Dorenbosch, van Engen and Verhagen (2005) aimed to investigate the relationship between flexible job design, commitment-oriented human resource development activities and individual work behaviour. Researchers performed a quantitative research in Dutch local government organization, with the sample of 132 respondents. The major findings constituted, that "multifunctional job design and the perceived human resource development system promote employee involvement in resourceful activities" (Dorenbosch, van Engen and Verhagen, 2005). The results of their research align withthe findings of Abstein and Spieth (2014) and conclude that multifunctional job design has a positive relationship with resourceful behaviour.

Conclusion

The relationship between human resource development and employee resourcefulness is noted to be significant. Human resource development practices are the means through which firms seek to motivate employees to engage in the discretionary or resourceful behaviour that contribute to the achievement of firm goals. As such human resource development policies play an important role in developing, appreciating and retaining talents. They also foster employees' commitment or accountability, which motivates them to act and work or perform their work in a more flexible and adaptive way and pushes them to move towards excellence in organizations (Legge, 2006). Therefore, planning an organizational strategy or long-term structure should take into account that such structure or strategy aims at producing and supplying the added-value products and services should address developing and implementing human resource development policies that will result in the resourcefulness of employees in a given organization.

The following recommendations, based on the facts generated, proffer possible solutions for addressing the noted challenges and concerns of this study:

- The development of the cognitive features of the human resource should begin with the identification and specification of the challenges and needs within the context of the organization. That is to say, organizations can improve the cognitive capacities of their human resource by exposing them to actual gaps and problems which require their knowledge and expertise, thus equipping them with the right frame of mind and

awareness of what is required of them.

- In developing the capabilities of the human resource, it is recommended that training and development packages and content be aligned with the market needs and expectations of the business context. This suggests the need for organizations to engage actively in research and development (R&D) programs designed to capture integrate knowledge about the environment in a way that allows for effective repositioning of the organizations human resource to tackle such issues.
- It is recommended that to advance and improve on the behaviour of the human resource of the organization, there is the need for organizations to focus on resolving the underlying issues related to workers expectations and values through a recognition of the changes in time and the relegation of prior traditions for modern and more effective human resource practices and relationship management policies which drive cooperation, collaboration and harmony within the workplace..

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