

HUMAN RESOURCE LEARNING AND DEVELOPMENT AS A DRIVER
OF EMPLOYEE PRODUCTIVITY IN SELECTED
TELECOMMUNICATION COMPANIES IN LAGOS STATE

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IN LAGOS STATE

BY

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A DISSERTATION SUBMITTED TO THE SCHOOL OF POSTGRADUATE STUDIES IN
PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF MASTER
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RESOURCES MANAGEMENT IN THE DEPARTMENT OF BUSINESS MANAGEMENT,
COLLEGE OF MANAGEMENT AND SOCIAL SCIENCES, COVENANT UNIVERSITY.

SEPTEMBER, 2021

ACCEPTANCE

This is to attest that this dissertation is accepted in partial fulfilment of the requirements for the award of the degree of Master of Sciences in Industrial Relations and Human Resource Management in the Department of Business Management, College of Management and Social Sciences, Covenant University, Ota, Nigeria.

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DECLARATION

I, CHUKWUDI, KELECHI CHARLES (19PAC01914) declares that this research was carried out by me under the supervision of Dr. Adewale O. Osibanjo of the Department of Business Management, College of Management and Social Sciences, Covenant University, Ota, Nigeria. I attest that the dissertation has not been presented either wholly or partially for the award of any degree elsewhere. All sources of data and scholarly information used in this dissertation are duly acknowledged.

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Signature & Date

CERTIFICATION

We certify that this dissertation titled “HUMAN RESOURCE LEARNING AND DEVELOPMENT AS A DRIVER OF EMPLOYEE PRODUCTIVITY IN SELECTED TELECOMMUNICATION COMPANIES IN LAGOS STATE” is an original research work carried out by CHUKWUDI, KELECHI CHARLES (19PAC01914) in the Department of Business Management, College of Management and Social Sciences, Covenant University, Ota, Ogun State, Nigeria under the supervision of Dr. Adewale O. Osibanjo. We have examined and found this work acceptable as part of the requirements for the award of Master of Science in Industrial Relations and Human Resource Management.

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DEDICATION

This research work is exclusively dedicated to God Almighty, who has sustained me throughout my postgraduate studies at Covenant University by His mercies, strength, grace, and guidance. From the beginning, He has been my strength, my glory, and the lifter of my head, and He has helped me complete my research.

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LIST OF ABBREVIATIONS

ENI- EMPLOYEE NEEDS IDENTIFICATION

EP-EMPLOYEE PRODUCTIVITY
EEFV- EMPLOYEE EFFECTIVENESS
EEFC- EMPLOYEE EFFICIENCY
EIC- EMPLOYEE INNOVATION AND CREATIVITY
ELDO- EMPLOYEE INNOVATION AND CREATIVITY
EPSS- EMPLOYEE PROBLEM-SOLVING SKILLS
HRLD- HUMAN RESOURCE LEARNING AND DEVELOPMENT
HR- HUMAN RESOURCE
HRM- HUMAN RESOURCE MANAGEMENT
KA- KNOWLEDGE AND ATTITUDE
L&D- LEARNING AND DEVELOPMENT
LMC- LEARNING METHODS AND CONTENT

ABSTRACT

This study examined human resource learning and development as a driver of employee productivity using a case study of selected telecommunication companies in Lagos State, Nigeria. The population of the study consists of all employees who are engaged in the operations of the three main mobile (GSM) service providers in Lagos state which was a total of 359. The sample size of 359 was arrived at using a census approach because the population of all the three firms' customer service centers and total number of employees of their customer service centers are within the Lagos geographical location. Primary data was gathered using a well-structured questionnaire. The study used descriptive type of survey design while t-statistics was adopted for hypotheses testing. The result of the study revealed that human resources learning and development has significant positive and negative effect on the productivity of staffs in the telecommunication sector in Nigeria. The study analyzed data collected through the use of SPSS and structural equation modelling (SMART-PLS) was used to predict the influence each independent variable had on all the constructs of the dependent variable. The result of the study revealed that human resource learning and development has significant effect (at the significance level of <0.05) on the productivity of employees in the telecommunication sector in Nigeria. Specifically, results showed that Employee knowledge and attitude contributes more to Employee problem-solving skills while employee innovation and creativity had the least. However, the findings depicted that null hypothesis was rejected. In view of the findings, the study concludes that learning and development is critical for employee productivity; Additionally, it is critical for effective employee performance, enhancing employees' ability to adapt to a changing and demanding corporate environment and technology in order to maximize performance, and increasing employees' knowledge in order to build creative and problem-solving skills. The study therefore recommends that employers of labor and policymakers should seek to provide an enabling learning environment and favorable learning rules that allow for the attendance of all worker. Also, strategies should be put in place by managers to encourage active learning among employees.

Keywords: Human resources; Learning and development; Employee productivity