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HUMAN RESOURCE DEVELOPMENT AND PRODUCTIVITY A STUDY OF NORTHERN NIGERIA FLOUR MILLS GOLDEN PENNY

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ABSTRACT
Human Resources management practices are very significant in the industrial sector locally and internationally. As industries continue to provide an increasing number of products and services, they face the challenges of integrating these disparate systems into a coherent & efficient infrastructure while delivering the highest level of customer service and convenience without exposing their customers to unnecessary risks. However, Industries in Nigeria needed to improve continually on the Human resources development and productivity for a more efficient impact on the Nigerian Industrial Sector. This study seeks to examine Human Resources Development and Productivity with special focus on Northern Nigeria Flour Mills Golden Penny.

Keywords:-Human Resource, Human Resources Development, Human Resources Management Productivity, Practices, etc.

INTRODUCTION
The research work "Human Resources Development and Productivity a Study of Northern Nigeria Flour Mills Golden Penny" focuses on how an organization can improve and develop human resources among other factors of production. Also, how organization could have a different view of their human resources because many organizations consider human's aspect of production as labour force instead of a resources and treat them as such thereby not getting full utilization of the human resources. Studies have shown that the success of an organization is highly dependent on the skills, knowledge and experience of its employees, which is a direct product of adequate human resource development capability of that particular organization (Rao, 2012, pp. 24-25; Bokeno, 2011, pp. 25-27). Mohammed (2006, pp. 24-31), posits that "the success and progress of an organization depend on its ability to maximally explore the talent and potentials of its workforce."
Human Resource Development, according to Leonard Nadler (2010), "Human resource development is a series of organised activities, conducted within a specialised time and designed to produce behavioural changes." Also In the words of Prof. T.V. Rao, (2012) "Human resource development is a process by which the employees of an organisation are helped in a continuous and planned way to (i) acquire or sharpen capabilities required to perform various functions associated with their present or expected future roles; (ii) develop their journal capabilities as individual and discover and exploit their own inner potential for their own and /or organisational development purposes; (iii) develop an organisational culture in which superior-subordinate relationship, team work and collaboration among sub-units are strong and contribute to the professional well being, motivation and pride of employees. Human Resources development is the across of in creasding knowledge, capabilities and positive work attitudes of all people working at all levels in a business undertaking. According to Rodrigues and Chincholkar (2013, pp. 6-20), "HRD is the process of enabling people to make things happen." This means that without availability of capable employees (in terms of required skills, knowledge and experience) to make things happen in the area of quality products/service delivery and profit maximization, the enhanced goal attainment of that particular organization becomes a mirage. Researches have shown that one of the major challenges facing modern organizations in the twenty-first century is on how to put in place strategies to motivate and encourage their employees to get committed to organizational ideals and aspirations; and also on how to translate these ideals and aspirations into enhanced productivity of the workforce and

the organization (Olowu and Adamolekun, 2014, pp. 86-106; Gberevbie, 2010, pp. 113-126). In this regard, Ejiofor and Mbachu (2009, pp. 121-126), point out that "…no other factor is as important as human resource in maintaining corporate stability, development and profitability of an enterprise…" Therefore, the successful mobilization of employees to get committed to the ideals and aspirations of an organization (organizational commitment) for the purpose of enhancing its growth and profitability is sine-qua-non to organizational survival. Kim et al (2015, pp. 171-193), see organizational commitment (OC) as loyalty to the organization and mobilization of all employees in the development of its goals, purposes and infrastructure.

The term 'Human Resource Management' and 'Human Resource' emerged after replacing the term 'Personnel Management' with almost same definition of managing people in an organization; it is a deliberate and consistent approach of managing organizational imperative asset (i.e. people) in order to operate business smoothly and achieve objectives which functions through human resource system including HR strategies, HR policies, HR process, HR practices and HR programs (Armstrong, 2006). HRM systems can be drive through organizational competencies to permit firms and industry to discover and utilize existing and upcoming opportunities (Ulrich and Lake, 1990). Organizational effectiveness, Human Capital management, Knowledge Management, Reward Management, employee relations, Meeting Diverse needs, bringing the gap between rhetoric and reality are the specific aim of human resource management (Armstrong, 2006:8).

Business organizations are striving to maintain their competitive edge by effectively managing their human capital. Mello (2011) argued that managers at different levels have realized that critical source of competitive advantage comes from having systems and processes for managing human talent. Several researchers have highlighted the dynamic nature of HR functions and its importance to the success of an organization (Lengnick-Hall &Lengnick-Hall, 1988; Schuler, 1992).

The issue of human resource development has become a crucial issue in our contemporary business environment. The emphases has shifted from treating personnel as just one of the factors of production to treating labour as an asset and indeed the most crucial asset in the production process. Despite this mounting pressure on firms by employees, most still consider their personnel as labour. The type of industry many have argued may be responsible for these, other factors may be pure neglect of the centrality of personnel in the production process. Despite the aforementioned reason, firms cannot afford to neglect the serious issue of human resource management because of the nature of their business operations which is highly competitive. Usually, the calculated return on investment which is the link between the costs expended on employee training and the positive resultant impact on the organizations business and profitability is what determines whether or not personnel are trained and developed. So, most times the focus is purely on top management training and development at the detriment of other personnel.

Most firms try to substitute investing in human resource through intense investment in capital this strategy will work in the short run but in the long run only investment in human capital development will ensure that firms that do so will maintain a competitive edge. Only a firm's human resource can ensure sustained competitive edge in today's business environment.

The issue of employee giving more that is demanded of them by organization due to the level of their development was a novelty until recently when concepts like organizational productivity were introduced. Management theories like the scientific school of thought developed by F W. Taylor focused on the need for the scientific management of workers in every organization. Subsequent criticisms to this landmark theory led to the development of other relevant management theories notably the human relations theory developed by Mary Parker Follet and Elton Mayo. This and other theories tried to see how the employee could do and by extension give more to the organizations they worked for.

The psychological, emotional and social attachment of an employee to an organization that results due to employee development will definitely give a competitive edge to that organization. An important goal of the Human resource function is to help with the enhancement of organizational productivity. Productivity is about identification and willingness to display effort on behalf of the organization so that output is enhanced qualitatively and quantitatively.

This means that the Human resource practices in an organization should be concerned with discretionary behaviours, this refers to the choices that people at work often have about the way they do the Job and the amount of effort, care, innovation and productive discretionary behavior they display.

HUMAN RESOURCE

Bello (2010) opines that human resource is the set of individuals who make up the workforce an organization, business sector or an economy. Human Capital is sometimes used synonymously with human resources although human capital typically refers to more narrow view; i.e. the knowledge the individuals embody and can contribute to an organization, likewise other terms sometimes used include manpower, talent, labour or simply people. The professional discipline and business function that oversees an organization's human resources is called human resource management (HRM, or simply HR).

HUMAN RESOURCE DEVELOPMENT

Human Resource Development (HRD) can be formal, such as in classroom training, a college course, or an organizational planned change effort. It can also be informal as in employee coaching by a manager, observing more experienced colleagues, conversing, swapping stories, cooperating on tasks and job rotation. Coaching and mentoring**,** the use of performance management processes to provide feedback and satisfy development needs, planned experience which includes job rotation, job enlargement, taking part in project teams or task groups, formal training by means of external or internal courses, structural self-development like professional examinations.

Getting staffs understand their own learning styles so that they can make use of their experience and increase the effectiveness of their learning activities self-assessment getting staff to assess their own performance against agreed objectives and learn from the factor that contribute to effective or less effective performance. Encouraging staff to discuss their problems and opportunities with a view to discovering what they need to learn or be able to do.

Employee's development encompasses all deliberate and structured efforts geared towards making sure every employee gets motivated, encouraged and equipped on the job, so that his performance can be consistent and improved. Development takes-off from where training stops. It states that after training has been implemented, there is a clear and measurable attitudinal change in the behavior of the learner in such that the expected value to the operation of the institution or environment is evident. Development is a twin disciplinary sister to training; they work together. Among the key tools for employee's development are Career development, talent management, knowledge management, performance review, coaching and mentoring, et cetera. According to Likert (2006) the emergent development in the work environment and the expansion of its frontier has deepened the scope of knowledge, skill and operational attitude expected of student of this concept. Work firmaments of today show that these concepts have continued to attract more intellectual discuss. Consequently, an integrative approach is employed to underscore the strategy of developing employees in work environment. This approach raised the bar of the knowledge and application of training, learning and development to human resource development in general. Watong (2015) defined human resource development (HRD) as a concept involving introducing, eliminating, modifying, directing and guiding processes in such a way that all individuals and team are equipped with the right skill, knowledge and competencies they require to undertake current and future tasks required by the organization.

HUMAN RESOURCE MANAGEMENT

Human resource management can broadly be defined as a strategic and coherent approach to the management of an organization's most yearning assets in the people working in it, who individually

and collectively contribute to the achievement of its objective for sustainable, competition advantage. Beer et al (2014) described human resource management as involving all management decisions and actions that affects the relationship between the organization and employees its human resources. Pettigrew and Whip (2011) further suggested that human resource management relates to the total set of knowledge, skills and attitudes that firms need to compete. They further explained its involvement with the concern for an action in management of people, including selection, development and training, employee relations and compensations and also said that such actions may be bound together by the creation of human resource management philosophy.
The emphasis here therefore is on the interest of management, secondly on adopting a strategic approach, thirdly, obtaining added value from people by the processes of human resource development and performance management and finally on gaining their commitment to the objectives and values of the organization. Human resource management can be regarded as a set of interrelated policies with an ideological and philosophical underpinning Storey (1989). The above basic definitions may need to be supplemented by an analysis of this philosophy. Human Resource Management Philosophy: The first statements of human resource management philosophy were made by a number of American academics in 1980s and they include, Tichy, Founrum and Devanna (2012) who stated that: The long run competitive of American industry will require considerably, more sophisticated approaches to the human resource input that deal with its strategic role in organizational performance and the strategic human resource concepts and tools needed are fundamentally different from the stock in trade of the tradition personnel administrator.

ORGANIZATIONAL PRODUCTIVITY OR PERFORMANCE
Organizational productivity or performance comprises the actual output or results of an organization as measured against its intended outputs or goals and objects. According to Richard et al. (2009) organizational productivity or performance encompasses the specific areas of firm outcomes i.e.

a) Financial performance (profits, return on assets, return on investment etc).
b) Product market performance (sales, market share, etc).
c) Shareholder return (total shareholder return (total shareholder return, economic value added, etc).

The term is also situated within the boarder concept of organizational effectiveness. Specialist in many fields are concerned with organizational performance including strategic planners, operations, finance, legal and organizational development in recent years many organizations have attempted to manage organizational productivity or performance using the balance score card methodology where performance is tracked and measured in multiple dimensions such as

1. Financial performance
2. Customer service
3. Social Responsibility
3. Corporate citizenship
4. Community outreach
5. Employee stewardship
6. Production capacity performance
7. Business process re-engineering
8. Cultural Charge
9. Bench marking
10. Continuous improvement
11. Knowledge management
12. Learning organization
13. Management by objectives
14. Outcome based evaluation
15 Program evaluation
16. Strategic planning

17. Total quality management
18. Quantity circles
19 Best practices

When one talks about organizational productivity or performance it is always correlated with three related concepts which are productivity or performance improvement, productivity or performance measurement and productivity or performance management.

NORTHERN NIGERIA FLOUR MILLS GOLDEN PENNY.

Northern Nigeria Flour Mills was incorporated on 29th September, 1960 as a private limited liability company with a modest paid-up share capital of ₦1 million and converted to a public company in November, 1978. The beneficial interest in the company's equity is held by Nigerian and Overseas shareholders. Presently, two foreign shareholders own about 56% of the company's paid-up share capital. The balance is held by over 75,000 individuals and institutional investors.

Wheat milling forms the financial backbone of our diversified company. Northern Nigeria Flour Mills pioneered flour milling in Nigeria when its first mill was commissioned at Apapa in 1962 with a grinding capacity of 500 metric tonnes of wheat per day. Today, the Apapa milling complex has a rated capacity of over 8,000 metric tons per day making it one of the largest single site mills in the world. All the mills are manned by a team of highly trained and skilled professionals working at a high level of efficiency attested to by our ISO 9001:2008 accreditation recognizing that our flour manufacturing facilities are world class and operate within an internationally recognized Quality System. Northern Nigeria Flour Mills had over the years made huge investments in milling technology and human capital to sustain its pre-eminent position and maintain its competitive advantage in the Nigerian flour milling industry. In its over five-decade history, Northern Nigeria Flour Mills flagship food brand, "Golden Penny", continues to be one of the best known and the preferred brand amongst bakers, confectioneries and consumers in Nigeria. The "Golden Penny" basket of foods has now grown to include products such as semovita, masavita, pasta, noodles, refined sugar, margarine, vegetable oils, and a range of snacks and breakfast cereals, instantly recognizable in any Nigerian household. Northern Nigeria Flour Mills first investment outside Flour Milling was in BAGCO in 1978. BAGCO now a Division of Northern Nigeria Flour Mills is a pace setter in woven polypropylene sack manufacturing. With its two giant plants at Lagos and Kano, it is by far the largest and supplier of choice to many industrial and agro-allied companies in Nigeria in the packaging of flour, cement, grains, salt, detergent, fertilizer, merchandise, farm harvests, shopping, etc. The BAGCO brand which has succeeded in gaining international recognition has also entered the export market with some of its polymer bags going to the African Continent and as far as the United States of America. Another significant milestone was the company's foray into Cement. The company operated a large cement terminal at Apapa and marketed its cement under "Burham Cement" brand, renowned for high quality and consistency. The cement terminal had a handling capacity of 10,000 metric tonnes of cement per day. In line with Federal Government's backward integration policy, Flour Mills invested in the United Cement Manufacturing Co. Ltd. (UNICEM) Calabar, in 2002. UNICEM operates a green field, fully integrated cement plant, with a capacity of 2.5 million metric tonnes of cement per annum. In 2015, a strategic decision was made to dispose of the investment in UNICEM and refocus the group as a publicly traded, Food and Agro-Allied company that strives to use locally sourced materials to develop and produce unique consumer products for the local markets. Beyond wheat based products, Northern Nigeria Flour Mills Group's strategic imperative in the years ahead is to create value in the supply chain and reduce dependence on imported raw materials. To this end, Northern Nigeria Flour Mills has recently invested billions of Naira in its agro-allied ventures. The Group's strategic diversification into agribusiness began in 1978 with the investment in a 10,000ha Kaboji Farm, which is close to the town of Kontagora in Niger State. We have subsequently made many other significant investments in primary processing of locally grown soybean, palm fruit, cassava, maize, and sugar cane; storage, aggregation and distribution of locally sourced grains and export commodities; manufacture, and distribution of agroinputs, such as seeds and fertilizers. These strategic investments across the major crop value chains are setting the pace for others to follow and continue to strengthen our position as Nigeria's Premier Food and Agro-Allied Company. To ensure the continued viability and sustainability of our Food and Agro-Allied operations in a challenging business environment, we have also invested heavily in support services in the form of manufacturing and marketing of packaging materials; power generation; ground transport logistics; and port operations; which include shipping, customs clearing, forwarding, and a shipping agency.

Indeed, Northern Nigeria Flour Mills Group is continuously exploring opportunities for strategic partnerships to grow and enhance competitive positioning in its main line of business in Nigeria and at a future date extend its investment and business activities beyond the borders of Nigeria.

THEORETICAL FRAMEWORK

Economic entrepreneurship theories: The economic entrepreneurship theory has deep roots in the classical and neoclassical theories of economics, and the Austrian market process (AMP). These theories explore the economic factors that enhance entrepreneurial behaviour. One example of this theory is the Classical Theory; the classical theory extolled the virtues of free trade, specialization, and competition (Ricardo, 1817; Smith, 1776). The theory was the result of Britain's industrial revolution which took place in the mid 1700 and lasted until the 1830s. The classical movement described the directing role of the entrepreneur in the context of production and distribution of goods in a competitive marketplace (Say, 2003). Classical theorists articulated three modes of production: land; capital; and labour. There have been objections to the classical theory. These theorists failed to explain the dynamic upheaval generated by entrepreneurs of the industrial age (Murphy, Liao &Welsch, 2006). The next under economic entrepreneurship is the Neo-classical Theory; the neo-classical model emerged from the criticisms of the classical model and indicated that economic phenomena could be relegated to instances of pure exchange, reflect an optimal ratio, and transpire in an economic system that was basically closed. The economic system consisted of exchange participants, exchange occurrences, and the impact of results of the exchange on other market actors. The importance of exchange coupled with diminishing marginal utility created enough impetus for entrepreneurship in the neoclassical movement (Murphy, Liao &Welsch, 2006). Some criticisms were raised against the neo-classical conjectures. The first is that aggregate demand ignores the uniqueness of individual-level entrepreneurial activity. Furthermore, neither use nor exchange value reflects the future value of innovation outcomes. Thirdly, rational resource allocation does not capture the complexity of market-based systems. The fourth point raised was that, efficiency-based performance does not subsume innovation and non-uniform outputs; known means/ends and perfect or semi-perfect knowledge does not describe uncertainty.

In addition, perfect competition does not allow innovation and entrepreneurial activity. The fifth point is that, it is impossible to trace all inputs and outputs in a market system. Finally, entrepreneurial activity is destructive to the order of an economic system. The third is the Austrian Market Process (AMP); these unanswered questions of the neo-classical movement led to a new movement which became known as the Austrian Market process (AMP). The AMP, a model influenced by Joseph Schumpeter (2004) concentrated on human action in the context of an economy of knowledge. Schumpeter (2004) described entrepreneurship as a driver of market-based systems. In other words, an important function of an enterprise was to create something new which resulted in processes that served as impulses for the motion of market economy. Murphy, Liao &Welsch (2006) contend that the movement offered a logic dynamic reality. In explaining this, they point to the fact that knowledge is communicated throughout a market system (e.g. via price information), innovation transpires, entrepreneurs satisfy market needs, and system-level change occurs. If an entrepreneur knows how to create new goods or services, or knows a better way to do so, benefits can be reaped through this knowledge. Entrepreneurs effectuate knowledge when they believe it will procure some individually-defined benefits. The earlier neoclassical framework did not explain such activity; it assumed perfect competition, carried closed-system assumptions, traced observable fact data, and inferred repeatable observation-based principles. By contrast, AMP denied assumptions that circumstances are repeatable, always leading to the same outcomes in an economic system. Rather, it held entrepreneurs are incentivized to use episodic knowledge (that is, possibly never seen before and never to be seen again), to generate value. Thus, the AMP was based on three main conceptualizations (Kirzner, 2013). The first was the arbitraging market in which opportunities emerge for given market actors as others overlook certain opportunities or undertake suboptimal activity. The second was alertness to profit-making opportunities, which entrepreneurs discover and entrepreneurial advantage.

The third conceptualization, following Say (2003) and Schumpeter (2004), was that ownership is distinct from entrepreneurship. In other words, entrepreneurship does not require ownership of resources, an idea that adds context to uncertainty and risk (Knight, 2011). These conceptualizations show that every opportunity is unique and therefore previous activity cannot be used to predict outcomes reliably. The AMP model is not without criticisms. The first of the criticisms is that market systems are not purely competitive but can involve antagonist cooperation. The second is that resource monopolies can hinder competition and entrepreneurship. The third is that fraud /deception and taxes/controls also contribute to market system activity. The fourth is that private and state firms are different but both can be entrepreneurial and fifth, entrepreneurship can occur in non-market social situations without competition. Empirical studies by Accors and Audretsch (2008) have rejected the Schumpeterian argument that economies of scale are required for innovation. The criticisms of the AMP have given impetus to recent explanations from psychology, sociology, anthropology, and Management.

METHODOLOGY

A survey research according to Unanka (2004) is often used to assess thoughts, opinions, and feelings; it consists of a predetermined set of questions that is given to a sample.

With a representative sample, that is one that is representative of the larger population of interest one can describe the attitudes of the population from which the sample was drawn. It was adopted to suit the quantitative nature of the study.

SUMMARY AND CONCLUSION

HR Manages are facing many challenges in present business scenario. The emerging challenges such as: state of skills management, how to improve and ensure efficient service delivery, managing business process re-engineering, managing workforce diversity, globalization, stimulating innovation, technological advances and changes in political and legal environment, change in information technology as well as ethical and social behavior are some of these challenges. All these challenges increase the pressure on HR managers to attract, retain and nurture talented employee.HR professional cannot ignore these challenges; rather they ought to learn how to design and execute innovative mechanisms of developing skills and competencies to prepare them to accept these emerging challenges. Looking at the present competitive world, managerial level staff will require more conceptual and strategic skills. Thus, manager should for example ensure a suitable, relevant and up-to-date training for specific skills of lower-level employees. Globalization refers to an extension beyond national borders of the same market forces that have operated for centuries at all levels of human economic activity (village markets, urban industries, or financial centers). It means that world trade and financial markets are becoming more integrated. Globalization has its impact on HRM in terms of problems of unfamiliar laws, languages, practices, competitions, attitudes, management styles, and work ethics and so on. HR managers have a challenge to deal with more functions, more heterogeneous functions and more involvement in employee's personal life. Managers have been proactive and be able to anticipate technological developments and prepare their staff for whatever technological changes that might take place. This will be successful task only when the HRM itself is fully aware of those changes and has the means to deal with them. HR managers have a number of roles to fulfill. They are the guardians of key assets of the organizations. They are also the employees' champion and directly responsible for productivity. The government, including the Ministry of Labour, expects HR managers not only comply with labour laws, but also to promote harmony that the workplace. This will directly contribute to healthier and more attractive work environment. As a result, both job hunters and seekers will feel compelled to target such organizations in their search for new job opportunities. The success or failure of HR depends also on the top management recognition of the importance of HRM, and secondly on its commitment to assist HR to carry out its functions. Human Resources jobholders need capability, integrity and professionalism in order to succeed in the ever-changing environment.

RECOMMENDATIONS

a) Northern Nigeria Flour Mills must make sure that it involves and take into consideration of workers view when designing human resource development.
b) The Human resources development policies and practice must be implemented transparently to ensure equity and confidence in the entire process.
c) To improve organizational productivity, Northern Nigeria Flour mills must use a combination of theoretical frameworks as a guide. This will take care of the personalized nature of employee learning in organizations.
d) The factor of organizational productivity can be believed without a conducive organizational climate; hence it is therefore imperative to put in place a proper leadership climate and learning environment to achieve organizational development.

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