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Human capital development and employee intention to stay in Agro-allied firms in port Harcourt Nigeria

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Abstract

This study looked at staff retention intentions in Agro-Allied companies as well as human capital development. A cross-sectional survey was used in the study. A total of 119 Top, Middle, and Low-level employees were selected from the six (6) Agro-Allied companies in Port Harcourt using a straightforward random sample technique. Using the statistical software for social science (SPSS) version 20.0, the Spearmen rank order correlation coefficient was the statistical instrument used. The results showed that at Agro-Allied companies, career growth, the workplace, and work-life balance have all benefited from performance management and training. The results led to the conclusion that employee intention to stay is significantly influenced by human capital development. According to the report, companies should continuously train their staff and make sure they take part in goal-setting because doing so will make it easier for them to adjust to change and stay in a complicated and uncertain environment.

Keywords: Human capital Development, Performance Management, training, Career development, Work environment, Work life balance, Goal setting, Employee intention to stay

Introduction

Because of the intense competition in today's business environment, most organisations rely heavily on their competent workforce to set themselves apart. In order to compete successfully and actually obtain a competitive advantage in the global market, both public and private organisations depend on the knowledge of their workforce. In light of the consistently high rate of employee performance, managers have been extremely concerned about employees' intentions to stay.

According to Hebenstreit (2008), hiring and retaining a new employee can cost anywhere from half to 200% of the departing employee's yearly compensation, making employee intention to stay a major problem and costly for every organization. The numerous expenses related to employee burden, hiring and training expenses, missed productivity, clientele, and intellectual capital loss vary depending on employment level (Rion, 2009). According to Hebenstreit (2008), it is crucial to develop a range of options and alternatives for a comprehensive employee retention program in order to address areas that are important to the employees while also concentrating on others that might be overlooked, underutilised, or disregarded.

Finding and retaining excellent workers has never been more important, according to Withers (2001), yet the methods for completing tasks have also drastically altered. This is due to the fact that employees now have a different perspective on their work than they did in the past, which has led to an increase in the desire for organisations to spend in employee intention to stay programs. Businesses require strategies for attracting, inspiring, and keeping valuable workers.

Employers should use their workforce as a competitive weapon to obtain a competitive edge. Businesses have concentrated on increasing worker productivity in order to increase their worth. A thorough human capital development program that supports an organization's long-term viability and sustainability can help achieve this improvement. Employees need to gain information, skills, and experience in order to function well in an unstable and complex workplace.

Every organization's ability to succeed depends on its human capital, which is made up of its employees. Adding value to individuals through education, training, mentoring, assistance, internships, and organisational development is known as human capital development. An organization cannot be successful if it ignores the growth and development of its members. The framework where employees' skills, knowledge and abilities can be developed is referred to as human capital development (Heathfield, 2011). She claims that methods for building human capital include staff training, career development, performance monitoring, and mentorship. More significantly, Heath (2011) contends that if workers are not trained, businesses and the economy would suffer. Human capital is an essential part of an organization's overall competitiveness.

Surprisingly little research has been done in the form of a comprehensive empirical study on human capital development and organisational employee intention to stay in Nigerian agro-allied businesses. By examining the relationship between staff retention and human capital development in six Rivers State agro-affiliated enterprises, the study seeks to close the knowledge gap.

Literature Review

Introduction

A manager can determine three risk categories by combining the analysis results, which would lead to a retention management priority. The primary target group for management strategies is those workers who are highly capable and in high demand in the labour market. A mean fluctuation risk exists for workers who perform well and whose talents are somewhat in demand in the job market. They are the second key target group for management measures, depending on the corporate strategy. Employees who perform well and possess abilities that are widely available in the labour market are currently not a suitable retention objective.

Nowadays, maintaining a competitive advantage is the fundamental concern of every organization. The theoretical framework, concept of human capital, nature and meaning of human capital, approaches to human capital, the dimensions of human capital development, employee intention to stay and its measures, the relationship between human capital development and employee intention to stay, and the moderating variable between human capital development and employee intention to stay are the subheadings that will be covered in this chapter.

Theoretical Framework

Learning and development are greatly impacted by social learning theory. According to Bandura (2009), direct reinforcement is not the cause of all forms of learning. He added a social component to his theory and said that one might pick up new knowledge and behaviours by watching others. This observational learning provides a wealth of information about how employees learn and operate.

Three social learning principles are related to social learning theory. First, learning can occur by observation; second, learning does not necessarily result in a change in behaviour; and third, learning can occur through an individual's internal mental state. In relation to our research, this indicates that companies with effective performance management facilitate learning-based transformation. The effectiveness of fostering social learning with individuals depends on their want to grow in their careers; in order for employees to stay with a company, they need to be educated and have a positive work environment.

The following presumptions form the basis of investing in human capital.

1) The imparting to new hires of all the knowledge that experienced workers have gathered.
2) New hires should receive training on how to innovate using current knowledge.
3) People ought to be inspired to use creative methods to bring about innovation. Long-term organisational performance depends on increasing organisational capacity and giving employees promotions when they deserve them.

Nature and Meaning of Human Capital

Every day, human capital garners attention in every facet of life across the globe. According to Schultz's (1979) theory, investing in people through education and training constitutes human capital. Education and training can improve an individual's performance.

Marshal (1998) defined human capital as an individual's education and training inside an enterprise. The values, abilities, and training that are indispensable to an individual are known as human capitals. Training, education, and other professional endeavours are practices that will improve employee performance, according to Marimuthu et al. (2009). Inherent skills and personal energy behaviours are components of human capital that people display in the workplace (Davenport, 1998).

Every definition of human capital that has been analysed points to the same conclusion: organisations need to invest in and develop their employees if they want to survive.

Approaches to Human Capital

Two methods to human capital were identified by Kucharcikora (2011). The macroeconomic and microeconomic components are the methods. He claims that under microeconomics, we have the managerial and business perspectives. Business economics is seen as a component of production that makes up the organization's cost of production.

The intensive and extended use of factors of production and the extensive and extensive use of factors of production are the two categories of the macroeconomic approach. The intensive approach results from an increase per unit of input, whereas the extensive approach is generated by an increase in the quality of the production factors used.

Dimensions of Human capital development

Performance management and training will be considered aspects of human capital development for this job.

Performance management

According to Armstrong (2000), performance management is a strategy used by managers to encourage teamwork among staff members in order to accomplish desired outcomes. This guarantees a smooth exchange of information regarding performance and development requirements between the management and the employee.

According to Armstrong and Baron (1998), performance management involves enhancing the skills of workers inside a company to achieve long-term success.

Performance management was divided into two categories by Hartle (1995): vertical and horizontal.

Vertical Integration:

There are two methods for achieving this kind of integration. The first makes it possible to link personal aspirations with corporate strategic plans and objectives. From the highest levels of management to the individual level, these goals complement one another. Hartle stressed that these goals ought to be a two-way process in which teams and people are given the opportunity to create their own aims within the company. It involves having an honest conversation with staff members in order to get a consensus on goals.

Second, vertical integration is the only way for organisations to adopt their core principles and for individuals to reach their full potential.

Horizontal Integration

This is the process of connecting performance management tactics with human resources strategies including valuing, involving, developing, and compensating employees. Because performance management is a way to integrate the several ways that organisations might use to develop people, its impact on employee effectiveness can be increased.

Performance Management Process

1) Defining goals: Objectives must to be well-defined and connected to the business plan. When establishing organisational goals, managers should take employees into consideration. As individuals operate within a smart goal structure, both should share roles and duties. Smart is defined as precise, quantifiable, attainable, pertinent, and timely.
2) Monitoring Progress on goals: Managers should make an effort to monitor an employee's progress toward their goals in order to determine whether that person needs coaching support. Workers must also keep track of their personal goal progress.
3) Appraisal Process: To get the best out of employees, it involves listening, observing, providing feedback, and inspiring them. A key component of assessment is establishing a way to determine employees' absorption based on what they have learned and giving them tools to advance their skills.

Pay-for-performance compensation:

It is a means of aligning workers with the organization's goals and objectives. Bonuses, awards, wage increases, and other forms of recognition can be used to reward employees that meet or above expectations.

Training

One way to influence a person's knowledge, skills, and competencies is through training. Employee training is the reason why organisations are able to reach their destinations within the allotted time. Organisations must continue to provide training in order to develop human capital. Any corporation can increase productivity by providing its employees with training that gives them a competitive advantage in the marketplace. Through training, an individual's behaviour can be moulded to follow a specific pattern. It can also be understood as the instruction and training provided to staff members so they can gain the skills, knowledge, and abilities needed for a specific position. Companies should make sure that all of its workers receive training, regardless of their different credentials and abilities (Flippo, 1971).

Organisations need to provide employee training for the following reasons:

1) Modification of the job assignment: Promotion focuses on training to equip both new and existing personnel.
2) Human relations: In order to maintain positive human connections with both the internal and external environments, organisations must teach their staff.
3) Environmental changes: Workers should receive training to familiarise themselves with the newest information and technology.
4) Organisational complexity: Employees must receive training to handle the complications brought about by modern technological advancements and diversification.

Methods of Training

1) On-the-job Training: Here, workers receive training while performing their jobs. Since it incorporates the actual workplace, a lot can be learned. On-the-job training can be conducted in numerous ways. Among them are:
    a) Coaching: This entails an experienced staff member giving trainees guidance so they can gain skills.
    b) Mentoring: In this case, each trainee is assigned an established member who assists the trainees.
    c) Job rotation: In order to help individuals become informed in other subjects, they rotate duties for them.
    d) Sitting next to Nellie: A coworker develops the abilities required for a specific profession by being tied to another.
2) Off-the-job training: In this scenario, a person is transported to a different place of employment. Learning is the main focus, and resources are available. It can take the kind of lectures, case studies, and role-playing exercises.

Employee intention to Stay

Employee retention requires a significant investment of time, energy, and resources, but the outcomes are "WORTH IT". Acquiring skills, abilities, and information becomes a challenging task for the company as market rivalry intensifies.

Development that satisfies current demands without jeopardising the capacity of future generations to satisfy their own needs is known as sustainable development.

Measures of employee intention to stay

In this study, employee intention to stay was measured using career growth, work environment, and work-life balance.

Career development

Workers who place a high value on skill development for professional advancement can be more inclined to work for a company that consistently provides them with up-to-date information through training and development initiatives. Retention and training provision may have an indirect relationship; commitment may serve as a link. According to DanbamiSani Abdul Kadir et al. (2012), the implementation ratio of each human capital development varies, but this does not imply that the organization overlooks other human capital development aside from training and performance.

Employee commitment and a suitable approach that lowers the intention to stay rate are crucial in today's competitive climate (Roya A. et al., 2010). Because occupations are becoming more flexible, companies view employee retention as a difficulty. According to Scott (2007), personnel who receive more training exhibit greater levels of dedication than those who do not.

Anders and Bård K. (2008) claim that training and development foster a social bond between the company and its workers. An employee's loyalty to an organization is strengthened by this social connection. Because of training, there is a social interchange between employers and employees. According to Mohamed et al. (2012), training and development lead to intangible results including increased employee satisfaction, dedication, and retention.

Work environment

Walton [1999] argues that many of the semi-skilled jobs associated with labour- intensive industries of the past are disappearing because of automation, or are being relocated to developing economies where labour costs are cheaper. Many high-tech jobs are not dependent on location, being supported by globally integrated communication networks. It is impossible now to predict with any degree of precision the type and range of tasks and demands that people will be expected to undertake over the next few years. Yet it is vital that as new tasks and technologies emerge, people can be found who have the capability to rapidly acquire the associated skills, knowledge and competences.

Work life balance

Public bodies, businesses, and individuals all have an interest in revitalising and expanding the workforce's skill base. In a world where economic, social, and technological change necessitates flexibility, adaptation, and continual learning, there is also a greater understanding of the significance of lifelong learning (OECD, 1998).

Reporting on human capital is viewed as a way to evaluate a company's success as well as future strategies, given the growing significance of knowledge as an intangible asset. The majority of strategic management tools created in recent years now include this as a component. However, there is still a lot of uncertainty around this matter. The majority of national governments and international organisations have yet to take a firm stance on the standardisation and distribution of reporting tools. Therefore, it appears doubtful that frameworks for reporting on human capital that include at least some standardised indicators would be developed (Cedefop, 2002).

Relationship between Human capital development and employee intention to stay

Perspectives on employee desire to stay in organisational studies need a great deal of time, effort, and resources, but the outcomes "WORTH IT." Acquiring skills, abilities, and information becomes a challenging task for the company as market rivalry intensifies. Other elements that depend on an organization's personnel and human capital include learning and transformation, which are crucial to career development. The only irreplaceable capital a business has is its employees' skills and the information they have gained.

Variable moderating between human capital development and employee intention to stay.

Despite being an essential component of an organization's internal and external environment, technology coexists with social activities. In the past, only a small number of people had access to organisational information outside of its source. Organisational service delivery at all levels is changing due to the speed at which information is made available and the ease with which individuals can access it through different electronic media. Values both influence and are influenced by technology (Lewis, 1983). People are increasingly rearranging their everyday routines to take advantage of the technologies at their disposal. The nature of these technologies is influencing how businesses plan and manage their workforce.

An organization must either maintain its knowledge in its people or store it in its technical database in order to meet the difficulties of the business environment. An organization's technology must be transformed into workers who are connected to their jobs and have the authority to lead, coordinate, and contribute to a team where most of the organization's output work is calculated. In order to keep personnel on board at all times, the organization's technology should be able to preserve information for later use (Bell, 2002).

Summary

Human knowledge is considered human capital (Mcshane and Von Glinow, 2009). No company is prepared to eliminate its workforce's human capital. This is due to the fact that it is the foundation of skills that employees have to carry out tasks (Bender and Fish, 2000). Employee performance must be effectively managed, and they must receive sufficient training, in order for human capital to be built.

Employee intention to stay places a strong emphasis on career development in order to keep skilled workers from leaving the company, which could have a negative impact on service delivery and productivity.

Research Methodology

Introduction

This chapter provides the methodology adopted in the execution of this study. The following are the sub-headings:

1) Research design
2) Population of the study
3) Sample techniques / sample size determination
4) Data collection techniques
5) Test of validity
6) Test of reliability
7) Operational measurement of variables
8) Data analysis techniques

Research Design

The study adopted a cross-sectional survey with a quasi-experimental design because the researcher had no control over the element under inquiry. When examining the correlations between numerous variables, this small sample technique is effective (Baridam, 2001; Anyanwu 2000). This study intends to investigate the connection between employee intention and human capital development to continue working for the Port Harcourt-based Agro-Allied industrial enterprises employing questionnaires as a gauge. A questionnaire was personally delivered and the moderating impacts of technology in a corporation were studied.

Population of the Study

Anyanwu (2002) states that the population of the study is the sum of the components from which the study's sample of the population of interest will be taken. According to this perspective, the six (6) registered and operational Agro-Allied manufacturing companies in Port Harcourt—Integrity Vision Limited, Joefu Farm Limited, Ojemai Farms Limited, Rivers State Vegetable Oil Company Limited (RIVOC), Vitadamsyl Industries Nigeria Limited, and Winning Edge Farm—are the targeted population. The Manufacturers Association of Nigeria (MAN) statistics indicate that 119 respondents were selected from these companies with an emphasis on the workers.

Sample and Sampling Technique

The simple random sampling approach was the sample procedure that was to be employed. The study used all six (6) of Port Harcourt's registered manufacturing companies.

The Taro Yamen Formula was used to determine the sample size. Baridam (2001) states that the Taro Yarnen formula is as follows:

$$n=\frac{N}{1+N(e)^2}$$

Where: n = sample size sought

e = level of significance

N = population size

Thus, using the Taro Yamen formula, the sample size is computed as shown below:

$$n=\frac{170}{1+170(0.05)^2}$$

$$=\frac{170}{1+170(0.0025)}$$

$$=\frac{170}{1+0.425}$$

$$=\frac{170}{1.425}$$

= 119.3

n = 119

Sample size of each firm

To obtain the sample size of each firm, the Bowley's 1964 formula was applied. The formula is stated below;

$$nh=\frac{nNh}{N}$$

Where nh = number of units allocated to each firm

n = the total sample size

Nh = the number of managers

N = the population

For this study, n = 119 and N = 170. The table below shows the number of units allocated to each firm using the above formula.

Table 3.3.1: List of registered Agro-Allied Manufacturing firms in Port Harcourt

S/No.	Manufacturing Firms	No. of workers	No. of Units Allocated
1	Integrity vision limited	28	24
2	Joefus Farm limited	25	25
3	Ojemai farms limited	20	19
4	Rivers state vegetable oil company limited (RIVOC)	35	19
5	Vitadamsyl Industries Nigeria Limited	30	13
6	Winning Edge farm	32	21
	Total	**170**	**119**

Sources of Data

A well-structured questionnaire was the main method used to collect the data for this investigation. The questionnaire was created to examine employee intention to stay, human capital development characteristics, and moderating variables related to technology.

Data Collection Techniques

This includes the procedure used to gather the necessary data for the research. Both quantitative and qualitative data methods are used in the study. This will increase the reliability of the data gathered. This entails conducting in-person interviews and using a well-structured questionnaire.

Test of Validity

According to Cooper and Schindler (2001), validity is the degree to which a research instrument actually measures what it was designed to assess. Copies of the questionnaire were distributed to management specialists in order to evaluate the instrument's validity.

Test of Reliability

It speaks to the consistency of a research tool. Cronbach's alpha coefficient test was used for this, and only items with alpha values of 0.7 or higher were taken into consideration.

Operational Measurement of Variables

The operational measurements of variables aim to provide the interacting links between the employee desire to stay measures and the human capital development dimension. Each of these variables was used to create four (4) questions on a five-point Likert scale: (a) strongly agree 5, (b) agree 4, (c) neutral 3, (d) disagree 2, and (e) strongly disagree 1. Performance management and training were used to operationalise the predictor variable, human capital development, while career development, work environment, and work-life balance were used to operationalise the criterion variable, employee intention to stay.

Data Analysis Techniques

The respondents' demographic information was analysed using descriptive statistics, and the link between the independent and dependent variables was investigated using Spearman Rank Correlation. The moderating impact of technology on the link between employee intention to stay and human capital development was investigated using the partial correlation coefficient. The statistical package for social sciences (SPSS version 20) was used to analyse the data.

The formula for the Spearman's Rank Correlation Coefficient is as follows:

$$rs = 1 - \frac{6\sum d^2}{N(N^2-1)}$$

Where ∑d2 = sum of the squared differences in the ranking of the subject on the two variables.

N = Number of subjects being ranked

The Spearman Rank Correlation Coefficient was chosen because data was collected at the ordinal level of all the variables in this study.

Results and Discussions

To find answers to the research hypotheses, the researcher summarised and presented the information gathered from the questionnaire. The goal is to reduce the data to an understandable format so that the study's variables may be utilised to derive the study's logical conclusion.

Data Presentation

Table 4.1.1: Questionnaire distribution, retrieval and cleaning

S/N	Manufacturing Firms	Number Given	Number Retrieved	Number not Retrieved	% of total Retrieved
1	Intergrity Vision Limited (Aqua-Agro-Farmers)	24	1.8	4	17.3
2	Joefus Farm Limited	25	13	-	12.5
3	Ojemai Farms Limited	17	19	4	18.3
4	Rivers State VegatableIol Company Limited (RIVOC)	19	19	-	18.3
5	Vitadamsyl Industries Nigeria Limited	13	20	7	19.2
6	Winning Edge Farm	21	15	-	14.4
	Total	119	104	15	100

A total quantity for the study, a total of 119 questionnaires were given to top and middle-level employees at six (6) Agro-Allied manufacturing companies. One hundred and two (102) of the distributed questionnaires were used for the analysis, although two were returned due to multiple answers. The questionnaire's breakdown is provided below:

Table 4.1.2: Gender Distribution

		Frequency	%	Valid %	Cum %
	M	62	60.8	60.8	60.8
Valid	F	40	*39.2*	39.2	100.0
	Total	102	100.0	100.0	

Source: Research data (SPSS output) 2017.

From the above table 62(60.8%) of the respondents were male workers while 40(39.2%) of them were female workers.

Table 4.1.3 Marital Status

		Frequency	%	Valid %	Cum %
	M	*57*	*55.9*	*55.9*	55.9
Valid	S	*45*	44.1	44.1	100.0
	Total	102	100.0	100.0	

Source: Research data (SPSS output) 2017.

The above table indicate that, 57(55.9%) of the respondents are married while 45(44.1%) of them are single.

Table 4.1.4 Age Bracket

	Frequency	%	Valid %	Cum %
Below 35yrs	14	13.7	13.7	13.7
36-40 yrs	19	18.6	18.6	32.4
41-45yrs	30	29.4	29.4	61.8
Valid 46-50yrs	24	23.5	23.5	85.3
51 yrs and above	15	14.7	14.7	100.0
Total	102	100.0	100.0	

Source: Research data (SPSS output) 2017.

According to the above data, 14 (13.7%) of the respondents were under 35, 19 (18.6%) were between 36 and 40, 30 (29.4%) were between 4 and 45, 24 (23.5%) were between 46 and 5, and 15 (14.7%) were five years of age or above.

Table 4.1.5 Years of Services

		Frequency	%	Valid %	Cum%
	1-3yrs	33	32.4	32.4	32.4
	4-7yrs	28	27.5	27.5	59.8
	8-11yrs	15	14.7	14.7	74.5
Valid	12-15yrs	17	16.7	16.7	91.2
	16yrs and above	9	8.8	8.8	100.0
	Total	102	100.0	100.0	

Source: Research data (SPSS output) 2017.

According to the above table, 33 (32.4%) of the respondents had worked for one to three years, 28 (27.5%) for four to seven years, 15 (14.7%) for eight to eleven years, 17 (16.7%) for twelve to fifteen years, and 9 (8.8%) for six years or more.

Table 4.1.6 Academic qualification

		Frequency	%	Valid %	Cum%
Valid	OND/NCE/Equivalent	24	*23.5*	*23.5*	*23.5*
	B.A/B.Sc/B.Ed/HND	50	49.0	49.0	*72.5*
	M.Sc/M.Ed/MBA/MA	18	17.6	17.6	90.2
	PhD	10	9.8	9.8	100.0
	Total	**102**	**100.0**	**100.0**	

Source: Research data (SPSS output) 2017.

According to the above table, 24 respondents (23.5%) have an OND, NCE, or equivalent as their highest academic qualification, 50 respondents (49.0%) have a BA, BSC, B.Ed, or HND degree, 18 respondents (17.6%) have an M.Sc., M.ED., MBA, or MA degree, and 10 respondents (9.8%) have a PhD.

Table 4.1.7 mean and standard deviation on the dimensions of human capital development

	N	Mini	Maxi	Mean	Std. Deviation
Performance Mgt	102	1	5	3.72	1.323
Training	102	1	5	3.76	1.162
Valid N (listwise)	102				

Source: Research data (SPSS output) 2017.

The mean scores for the human capital development dimensions are displayed in the above table. Performance management has a mean score of 3.72, while training has a mean score of 3.76. In contrast, Training gets the highest mean score, indicating that it is more crucial to the Agro-Allied company in Port-Harcourt.

Table 4.1.8 mean and standard deviation on the measures of employee intention to stay

	N	Mini	Maxi	Mean	Std. Deviation
Career Development	102	1	5	2.75	1.576
Work environment	102	1	5	3.53	1.149
Work life balance	102	1	5	2.76	1.344
Valid N (listwise)	102				

Source: Research data (SPSS output) 2017.

The mean scores on the employee intention to stay measures are displayed in the table above. The average score is 2.75 for professional development, 3.53 for the workplace, and 2.27 for work-life balance. Employee intention to stay, on the other hand, gets the highest mean score. This suggests that at Port-Harcourt's agro-Allied industrial companies, employee intention to stay is more important.

Table 4.1.9 mean and standard deviation on the moderating influence of technology

	N	Mini	Maxi	Mean	Std. Deviation
Technology	102	1	5	2.96	1.528
Valid N (listwise)	102				

Source: Research data (SPSS output) 2017.

The average scores for the moderating influence of technology are displayed in the above table. The mean score indicates that in the Agro-Allied company in Port-Harcourt, technology moderates the link between the predictor and criterion variable.

Table 4.2.0 Response rate on performance management

		Frequency	%	Valid %	Cum %
Valid	S D	9	8.8	8.8	8.8
	D	16	15.7	15.7	24.5
	N	5	4.9	4.9	29.4
	A	37	36.3	36.3	65.7
	S A	35	34.3	34.3	100.0
	Total	102	100.0	100.0	

Source: Research data (SPSS output) 2017.

According to the above table, of the respondents, 9 (8.8%) strongly disagree, 16 (15.7%) disagree, 5 (4.9%) remain neutral, 37 (36.3%) agree, and 35 (43.3%) highly agree with the performance management challenges stated.

Table 4.2.1 Response rate on training issues

		Frequency	%	Valid %	Cum %
Valid	S D	9	8.8	8.8	8.8
	D	16	15.7	15.7	24.5
	N	5	4.9	4.9	29.4
	A	37	36.3	36.3	65.7
	SA	35	34.3	34.3	100.0
	Total	102	100.0	100.0	

Source: Research data (SPSS output) 2017.

According to the above table, of the responses, 8 (7.8%) strongly disagree, 11 (10.8%) disagree, 2 (2.0%) remain neutral, 57 (55.9%) agree, and 24 (23.5%) highly agree with the questions posed during the training.

Table 4.2.2 Response rate on the issues raised under career development

		Frequency	%	Valid %	Cum%
Valid	S D	2	2.0	2.0	2.0
	D	7	6.9	6.9	8.8
	N	9	8.8	8.8	17.6
	A	54	52.9	52.9	70.6
	S A	30	29.4	29.4	100.0
	Total	102	100.0	100.0	

Source: Research data (SPSS output) 2017.

According to the above data, 2 (2.0%) of the respondents strongly disagree with the employee intention to stay questions, 7 (6.9%) disagree, 9 (8.8%) remain neutral, 54 (52.9%) agree, and 30 (24.4%) highly agre

Table 4.2.3 Response rate on the issues work environment

		Frequency	%	Valid %	Cum%
Valid	S D	21	20.6	20.6	20.6
	D	39	38.2	38.2	58.8
	N	1	1.0	1.0	59.8
	A	26	25.5	25.5	85.3
	S A	15	14.7	14.7	100.0
	Total	102	100.0	100.0	

Source: Research data (SPSS output) 2017.

According to the above table, 21 respondents (20.6%) highly disagree with the work environment questions, 39 respondents (38.2%) disagree, 1 respondent (1.0%) is neutral, 26 respondents (25.5%) agree, and 15 respondents (14.7%) strongly agree.

Table 4.2.4 Response rate on the issues under work life balance

		Frequency	%	Valid %	Cum%
Valid	S D	7	6.9	6.9	6.9
	D	14	13.7	13.7	20.6
	N	6	5.9	5.9	26.5
	A	50	49.0	49.0	75.5
	S A	25	24.5	24.5	100.0
	Total	102	100.0	100.0	

Source: Research data (SPSS output) 2017.

According to the above table, 7 respondents (6.9%) strongly disagree with the work-life balance difficulties presented, 14 respondents (13.7%) disagree, 6 respondents (5.9%) remain neutral, 50 respondents (49.0%) agree, and 25 respondents (24.5%) highly agree.

Table 4.2.5 Response rate on the questions raised under Technology

		Frequency	%	Valid %	Cum%
Valid	S D	3	2.9	2.9	2.9
	D	30	29.4	29.0	32.4
	N	11	10.8	10.8	43.1
	A	37	36.3	36.3	29.4
	S A	21	20.6	20.6	100.0
	Total	102	100.0	100.0	

Source: Research data (SPSS output) 2017.

According to the above table, 3 respondents (2.9%) highly disagree with the questions about technology, 30 respondents (29.4%) disagree, 11 respondents (10.8%) remain neutral, 37 respondents (36.3%) agree, and 21 respondents (20.6%) strongly agree.

Testing of Hypotheses

The Spearman's ranked order correlation coefficient is used in this section to test the hypotheses presented in the study's first chapter.

Table 4.3.1 Test of relationship between performance management and career development Correlations

	Performance management	Career Development
CorrCoef	1.000	.899**
PM Sig. (2-tailed)	.	.000
N	102	102
Rho CorrCoef	.899**	1.000
CD Sig.(2-tailed)	.000	.
N	102	102

**.Corr is sig. at the 0.01 level (2-tailed).

The data presented in the above table reveals a strong correlation ($r = .899^{**}$, $n = 102$, $p < 0.01$). As a result, career development and performance management are closely related at Port Harcourt's Agro-Allied manufacturing companies. This led to the rejection of the null hypothesis.

Table 4.3.2 Test of relationship between performance management and work environment Correlations

	Performance management	Work environment
rho CorrCoef	1.000	.916**
PM Sig. (2-tailed)	.	.000
N	102	102
WE CorrCoef	.916**	1.000
Sig.(2-tailed)	.000	.
N	102	102

**.Corr is sig. at the 0.01 level (2-tailed).

The data presented in the above table reveals a significant correlation ($r = .916^{**}$, $n = 102$, $p < 0.01$). Therefore, in the Agro-Allied manufacturing companies in Port Harcourt, performance management and work environment are closely related. This led to the rejection of the null hypothesis.

Table 4.3.3 Test of relationship between performance management and work life balance Correlations

	Performance management	Work life balance
CorrCoef	1.000	.911**
PM Sig. (2-tailed)	.	.000
N	102	102
rho CorrCoef	.911**	1.000
WLB Sig.(2-tailed)	.000	.
N	102	102

**.Corr is sig. at the 0.01 level (2-tailed).

The data presented in the above table reveals a substantial correlation ($r = .911^{**}$, $n = 102$, $p < 0.01$). Thus, in the Agro-Allied industrial companies in Port Harcourt, performance management and work-life balance are closely related. This led to the rejection of the null hypothesis.

Table 4.3.4 Test of relationship between training and career development

Correlations

	Training	Career Development
CorrCoef	1.000	.789**
TR Sig. (2-tailed)	.	.000
N	102	102
rho CorrCoef	.789**	1.000
CD Sig.(2-tailed)	.000	.
N	102	102

**.Corr is sig. at the 0.01 level (2-tailed).

A substantial association is shown by the analysis in the above table (r =.789**, n = 102, p < 0.01). As a result, training and job advancement are closely related at Port Harcourt's Agro-Allied manufacturing companies. This led to the rejection of the null hypothesis.

Table 4.3.5 Test of relationship between training and work environment

Correlations

	Training	Work environment
CorrCoef	1.000	.847**
TR Sig. (2-tailed)	.	.000
N	102	102
rho CorrCoef	.847**	1.000
WE Sig.(2-tailed)	.000	.
N	102	102

**. Corr is sig. at the 0.01 level (2-tailed).

The data presented in the above table reveals a significant correlation (r =.847**, n = 102, p < 0.01). As a result, training and workplace conditions are closely related at Port Harcourt's Agro-Allied industrial companies. This led to the rejection of the null hypothesis.

Table 4.3.6 Test of relationship between training and work life balance

Correlations

	Training	Work life balance
rho CorrCoef	1.000	.875**
TR Sig. (2-tailed)	.	.000
N	102	102
CorrCoef	.875**	1.000
WLB Sig.(2-tailed)	.000	.
N	102	102

**.Corr is Sig. at the 0.01 level (2-tailed).

The data presented in the above table reveals a substantial correlation (r =.875**, n = 102, p < 0.01). As a result, training and work-life balance are closely related at Port Harcourt's Agro-Allied industrial companies. This led to the rejection of the null hypothesis.

Table 4.3.7 Partial correlation of moderating variable on technology on human capital development and employee intention to stay

Correlations

Control Variables	Human Capital Development	Employee Intention to Stay	Technology
Corr	1.000	.946	.903
HCD Sig. (2-tailed)	.	.000	.000
DF	0	100	100
Corr	.946	1.000	.927
EIS Sig.(2-tailed)	.000	.	.000
DF	100	0	100
Corr	.903	.927	1.000
TECH Sig. (2-tailed)	.000	.000	.
DF	100	100	0
Corr	1.000	.677	
HCD Sig. (2-tailed)	.	.000	
DF	0	99	
Corr	.677	1.000	
EIS Sig. (2-tailed)	.000	.	
DF	99	0	

Cells contain zero-order (Pearson) correlations.

The aforementioned table shows that the relationship between employee intention to stay and human capital development is moderated by technology. As a result, technology has a major moderating effect on the development of human capital and the inclination of employees to remain with Agro-Allied industrial companies.

Discussion of Findings

The study found a strong correlation between career advancement and performance management. The fact that it was acknowledged that employee involvement in a corporate setting helps an organization grow and become physically strong while anticipating and reacting to opportunities and threats from the outside world served as validation. Every facet of the external environment contributes to organisational development, according to Oosterhout et al. (2006). This suggests that an organization's approach to ensuring a positive environment depends on the kind of changes that take place in the business environment. This study conforms to Armstong and Baron's (1998) definition of performance management since employee participation in goal-setting enhances performance and sustains an organization's business climate.

Performance management and the workplace are significantly correlated, according to this study. This is due to the respondents' consensus that acknowledging employee efforts makes it easier to change in the workplace. Employees that embrace change are more responsive in the workplace, and those who are flexible can easily adapt to changing circumstances. The results of this study are consistent with Armstrong's (2000) definition of performance management because when an organization's management permits its employees to work and contribute equally to the organization's growth, performance will improve and it will be easier to adjust to changes in the environment.

Work-life balance and performance management were significantly correlated. This is the case because the respondents concurred that organisations can function in an unstable environment by easily adapting to changing circumstances, and individuals can adapt to their surroundings by easily amending organisational processes and procedures.

Career development and training were found to be strongly correlated. Organisations can implement training programs to help staff members become more adept at taking advantage of opportunities and addressing risks. Additionally, it showed that companies may stay competitive in the business world by providing training. This implies that employees must learn to take advantage of opportunities in order for a firm to have a competitive advantage in the business world. Only with adequate training can this be accomplished.

The work environment and training were found to be significantly correlated. Employees can overcome obstacles in the workplace with training, and they can become more adaptable to changes with off-the-job training. Without employee training, it is impossible for employees to develop adaptive ability and deal with the difficulties of the workplace. This is in line with the conclusions of Flippo (1971), who outlined the requirements for training, including organisational complexity and changes in the environment.

The workplace and training were found to be significantly correlated. Off-the-job training makes employees more adaptable to changes, and training helps them deal with obstacles in the workplace. Without employee training, it is impossible for employees to develop adaptive ability and deal with the difficulties of the business environment. This is in line with Flippo's (1971) conclusions, which said that training must take organisational complexity, environmental changes, and other factors into account.

It was found that there was a strong correlation between training and the workplace. Employees that receive training are more equipped to handle obstacles in the workplace and are more adaptable to changes when they receive off-the-job training. Without employee training, employees' ability to adapt and deal with the difficulties of the workplace cannot be attained. This is in line with the conclusions of Flippo (1971), who stated that organisational complexity, environmental changes, and other factors should be included in training requirements.

Summary

This study looked at staff retention intentions and human capital development in Port Harcourt's Agro-Allied industrial companies.

The study used a cross-sectional survey design to collect data, and organisational level analysis was done with an emphasis on the top, middle, and bottom employees of the different companies. The results showed a strong correlation between measures of employee intention to stay (career development, work environment, and work-life balance) and aspects of human capital development (performance management and training). According to the study, performance management and ongoing employee training make organisations more appealing to workers in the workplace. Therefore, in order to differentiate themselves from competitors, organisations must effectively manage employee performance and provide training. The analysis's conclusions can be summed up as follows:

The developed hypotheses were tested using Spearman's rank order correlation coefficient. At the 0.01 level of significance, hypothesis one demonstrated a robust and favorable correlation between employee intention to stay and performance management. Following the study and using the $P<0.01$ decision procedure to reject the null hypothesis, we reject the first null hypothesis and reiterate that: Employee intention to stay and performance management are significantly correlated.

At the 0.01 level of significance, hypotheses two, three, four, five, and six all demonstrated a robust and favorable link between their various variables. We reject the null hypotheses based on the decision rule of P<0.01 and reiterate that: Training and employee intention to study, training and career development, training and work-life balance, and performance management and career development are all significantly correlated.

Technology as a moderating variable between human capital development and employee intention to stay

The partial correlation and 0.01 level of significance were used to examine the moderating effect of technology on the development of human capital. Following the study and using the strength of significance rule to determine whether to accept or reject the moderating effect, we reject null hypothesis seven and reiterate that: Technology has a major moderating effect on staff retention and human capital development.

Conclusion

According to the facts, companies that support performance management can readily adapt to the shifting conditions of the business environment, giving them a competitive edge. Employees that receive training are better equipped to handle unforeseen circumstances, which promotes professional advancement and work-life balance within the company.

In order to facilitate simple adaptation in the workplace, organizations should constantly anticipate and react to external dangers and opportunities. Organizations will be able to function in an unpredictable work environment if they are able to recognize and react to changes rapidly.

The study came to the conclusion that companies should use the newest technology since it affects how well employees work in reaching company objectives.

Recommendations

As a result of the findings the following are recommended.

1) Organizations and firms should constantly train their employees as this will enable them to stay and adapt to changes in the business environment. With this, they will stand-out among others employees.
2) Organizations should properly manage the performance of its employees in order to adjust to the changing trends in the business environment.
3) Organizations should endeavor to operate with the latest trend in technology in order to move along side with the rapid changing and complex environment.

Contribution to knowledge

This study has given employees and business owners a way to capitalize on the connection between employee desire to stay and human capital development. This will be made feasible by the study's increased understanding of the advantages of employee training in businesses. This study has offered strategies for guaranteeing ongoing business growth that can help any company outperform its rivals in a volatile and unstable business climate. The nature of the environment in which we work has made it necessary for the government, individuals, and any establishment to be ready for the unexpected. Additionally, it has contributed to the body of material already available on the topic, to which references might be made.

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