

The Impact of Human Capital Development on Organizational Survival of Selected Paint Manufacturing Firms in Port Harcourt

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Abstract

This study examined the impact of human capital development on organisational survival of selected paint manufacturing firms in Port Harcourt. Skill development was used as the dimension of human capital development while innovation, adaptability and leadership support were used as the measures of organisational survival. Four research questions and four research hypotheses were used by the researcher. This study adopted a descriptive research design. The population of interest for this research consisted of 114 staff of selected paint manufacturing firms in Port Harcourt. The sample size of the study was 89 employees drawn from the use of random sampling technique. Questionnaire instrument was used to elicit data from respondents. Cronbach Alpha was used to determine the reliability coefficient, which 0.84 was obtained. The instruments were validated by four lecturers from the department of management in Ignatius Ajuru University of Education. The reliability of the instruments was determined by the data collected with the use of test re-test method and analysed with the aid of Pearson Product Moment Correlation statistical tool. Mean and standard deviation were used to answer the research questions while Spearman's Rank Order correlation coefficient was used to test the hypotheses at 0.05 level of significance. The study revealed among others that skill development is positively and significantly correlated with innovation, adaptability and leadership support. The study concluded that skill development enhances innovation in an organisation, helps organisation to adapt to its environment, promotes leadership support and empowers the organisation for competitive advantage. It was therefore recommended among others that; organisations should emphasis on employee skill development which will enable employee to be innovative and strive towards organisational survival. The human resource department should ensure that employees are adequately train with skills in other for them to adapt in the business environment

Keywords; Human Capital Development, Organisational Survival, Skill Development, Innovation, Adaptability and Leadership Support.

INTRODUCTION

Background to the Study

In today's business environment where competition is so fierce and change is fast, where technology can be short-lived and where customers demand more quality products and services at lower price, the survival, growth and effectiveness of organisations have become major causes of concern and tasks which management of organisations are striving hard to achieve. Organisations are now placing greater emphasis on developing their employees as employees are now seen as the life blood of organisations (Obiekwe, 2012) as well as tools in moving organisation from where they are at present to where they want to be in the future (Nwaeke & Obiekwe, 2017).

Olufemi (2009) has noted that human elements constitute a major factor to organisational survival especially in today's environment where all provide almost the same products and services. This is because machines will rust away if there are no qualified and capable employees to use and maintain them. The success or survival of any organisation therefore depend to a large extent on the employee's effectiveness which depends on the quality of the human capital available in the employees. It follows therefore that successful performance of duties and meaningful contribution of employees to the success of an organisation goals demand the acquisition of relevant skills and knowledge (Ojo & Olaniyan, 2008) which is possible through effective human capital development. Employee development is today generally accepted as fundamental to the improvement end of organisational effectiveness, efficiency, improved performance and innovativeness, which are effective contributions to organisational survival (Nwachukwu, 2000).

The importance of human capital development in an organisation can never be over emphasized. Nwachukwu (2000) stated that technological development and innovations taking place every day has renders today's skills and method ineffective for tomorrow's activities. Managements must therefore, help their employees to acquire relevant skills and confidences necessary to help their organizations survive, grow and acquire competitive edge over competitors. Josan (2013) pointed out that human capital may determine both the added value created in the economy through direct participation in the production process, or growth rate through its innovative capacity. This of course is possible with developed human capitals.

The development of human capital is therefore vital. According to Tim & Brinkerhoff (2008) Human capacity has become a critical index of competition in the world of business to the extent that the development of such capacities through training has become top priority in designing the strategic plan of business organizations. No doubt, organizations are recognizing the importance of investing in their employees now, more than ever before.

According to Delacroix & Carroll (1983) organisational survival is the ability for an organisation to stay afloat, generating enough revenue or attaining its goals while continually to expand or maintain its standing. For organisation to survive they must have a clear plan that focus on human capital skills and development of its employees.

Organizations are beginning to understand that to survive and achieve their goals in the present global business environment; they need to place more emphasis on training and development of their workforce.

Although several studies have been done on human capital development but there are scanty works on human capital development and organisational survival of selected manufacturing firms in Port Harcourt. This study thus, seek to bridge that gap.

Statement of the Problem

Inside the most recent decade, the Nigerian manufacturing firms have seen a few disappointments and troubles. These disappointments and troubles have caused absence of satisfactory human capital development and procedures of recruitment and training of work force in the manufacturing firms in Nigeria. Cases flourish where inadequate competitors were utilized to the detriment of qualified ones.

Be that as it may, after some time it has been watched that human component essential for organizational development which helps in accomplishing expanding quantum of speculation and national yield inside the manufacturing firms in Port Harcourt have not been given vital consideration by management thus, prompting disappointments and troubles. Cost of putting resources into individuals and on deals turnover, effect of progression anticipating profit yield; impact of recurrence of employee evaluation on the efficiency of manufacturing firms in Port Harcourt remains a test. Once more, low efficiency, poor corporate administration issues, limit underutilization of management faculty and resources among others are the resultant impacts of lacking human capital development. Absence of information on item quality, poor able aptitudes and absence of employee capacities on investment in basic leadership process are the difficulties manufacturing firms are facing.

Because of these difficulties, this study will locate this critical research lacuna by exploring the impact of human capital development on organizational survival of selected paint manufacturing firms in Port Harcourt. Hence, bridge the existing gap.

Aim and Objectives of the Study

The aim of this study is to determine the impact of human capital development on organizational survival of selected paint manufacturing firms in Port Harcourt.

The specific objectives are to;

1. Determine impact of skill development on innovation of selected paint manufacturing firms in Port Harcourt.
2. Ascertain the impact skill development on adaptability of selected paint manufacturing firms in Port Harcourt.
3. Examine the impact of skill development on leadership support of selected paint manufacturing firms in Port Harcourt.

4. Determine how organizational culture moderate human capital development and organizational survival of selected paint manufacturing firms in Port Harcourt.

Research Questions

1. To what extent does skill development influence innovation of selected paint manufacturing firms in Port Harcourt?
2. How does skill development influence adaptability of selected paint manufacturing firms in Port Harcourt?
3. What is the degree to which skill development influence leadership support of selected paint manufacturing firms in Port Harcourt?
4. How does organizational culture moderate human capital development and organizational survival of selected paint manufacturing firms in Port Harcourt?

Research Hypotheses

- 1 **HO₁:** There is no significant relationship between skill development and innovation of selected paint manufacturing firms in Port Harcourt.
- 2 **HO₂:** There is no significant relationship between skill development and adaptability of selected paint manufacturing firms in Port Harcourt.
- 3 **HO₃:** There is no significant relationship between skill development and leadership support of selected paint manufacturing firms in Port Harcourt.
- 4 **HO₄:** There is no significant relationship between organizational culture moderate human capital development and organizational survival of selected paint manufacturing firms in Port Harcourt?

Significance of the Study

This study is relevant to researchers and organisation, it will help to increase productivity, improves the quality of work; improves skills and knowledge. Hence, organizations (private and public sector) will find this study very useful as it brings employees to the level of high job performance; enhance the implementation of new policies and regulations.

Scope of the Study

This study has a content, geographical and unit scope.

Content Scope: The content scope of this study includes the human capital development, intangibles of the organization which is typified by human capital, structural capital and relational capital as well as organizational survival.

Geographical Scope: The geographical scope of this study comprises selected paint manufacturing firms in Port Harcourt.

Unit Scope: The unit of analysis of this study is the organization which are the paint manufacturing firms in Port Harcourt, making it a macro study.

REVIEW OF RELATED LITERATURE

Human Capital Development

Human capital development is generally seen as fundamental to the improvement of organizational effectiveness, efficiency and performance, therefore, is a major challenge of management and leadership. Human capital development refers to all effort put in place to make an individual acquire all necessary skills, competencies, knowledge and attitudes that is capable of making such person develop technical, relational and conceptual abilities that will help him successfully carry out assigned tasks and responsibilities. Human capital developments are today been utilized by organizations as a prelude to gain competitive edge over rivals, and for other positive organizational outcomes. Marimuthu, Arokiasamy & Ismail (2009) notes that “firms seek to optimize their workforce not only to achieve business goals but most importantly for a long term survival and sustainability.

Skill Development

Skills development of employees is considered very crucial to human capital development. Training and development are aimed at developing competencies; such as technical, human, conceptual and organizational growth (Oribabor, 2000). According to Nwaeke & Obiekwe (2017) the success and prosperous future of any organizations is a function of the skills, knowledge, abilities and competencies of the employees. This is possible depending on the level of training and development received by the employees. They argue that training and development not only improve employee’s resourcefulness, but also make him more competent and productive.

Skills development is a learning process that aim to permanently improve the ability and behaviour of the employees by enabling them to acquire new skill, knowledge and attitude for more efficient performance. Which includes; identification of training needs; developing suitable training programmes; providing requisite job skills and knowledge to employees; evaluating the effectiveness of training programmes. Skills development is considered fundamentally important to human capital development. It could be described as the vehicle that takes organization to their destination within a stipulated time frame.

Organizational Survival

Organizational survival can be defined as an organizational ability or state of continuing to live or exist, often despite difficulty, challenges or dangers. Organizational survival has many connotations-both subjective and objective. The most objective way to measure survival in organizations is to observe their continuing existence. This is problematic given the nature of mergers and acquisitions (Delacroix & Carroll, 1983). An organization is seen as have survives as long as it “acquires inputs from suppliers and provides output to a given public (customers, clients etc). The organization is seen as a failed one when coalitions of its resource providers cannot be induced to supply resources and the firm cannot repay resource providers for past support (Sheppard, 1989).

Generally, a firm is considered to have failed once it has entered bankruptcy proceedings (Moulton, 1988). In other words, the firm has failed to return investors' and creditors' capital in the agreed manner to provide workers with Job security, to provide states with tax revenues, etc. So, for the purposes of this study survival is simply nonfailure that is, non-bankruptcy, of an existing organization. Therefore, survival can be seen or viewed as non-failure. Indices of organizational survival include profitability, innovativeness, growth, liquidity, and adaptability.

Innovation

Innovation can be defined as the adoption or creation of new ideas. At the organizational level, process of innovation is strongly associated with organizational learning and refers to ability of organization to generate, accept and implement new ideas, processes, products or services. However, the nature of innovation in services is different from in manufacturing. Innovations in services are rarely radical and are mostly small improvements of products and processes (Olughor, 2015). It has been demonstrated that innovations in services are more complex and integrated. They are often product, process and organizational.

Adaptability

Ackoff & Fred-Emery (1972) define adaptability as “the ability of an individual or system to modify itself or its environment, when either has changed to the individual's or systems disadvantage, so as to regain at least some of its lost efficiency.” This has the value of focusing on adaptability as a capacity to adapt or change. Consonant with this, other writers (noted below) refer to adaptations as actual changes. Turning to the word adaptation, in the organizational studies literature, it typically refers to a change in a specific organization rather than an environmental or other change.

Leadership Support

Leadership and its role are pertinent issues for the business and organizations nowadays. The Leaders are individuals who establish direction for a working group of individuals and who gain commitment from this group of members to established direction and who then motivate members to achieve the direction's outcomes (Conger, 1992). The term leadership can be viewed through multiple angles and concepts. Traditionally leadership is a set of features owned by the leader or it is a social phenomenon that comes from relationship.

In short leadership/leader is either a person who is in charge and has authorities to take decision and also has power to implement his/her decisions or a process having a set of other authoritative process about organizational, personal or social process of influence for which the groups, teams or organizations can do more to increase their ability. The selection of the leader not only depends on the personal characteristics of the person, but also on the social and cultural factors along with his/her exposure towards life (Kouzes & Posner, 2007).

Relationship between Human Capital Development and Organizational Survival

Survival in today's business environment demand innovation, creativity and improve in performances. Such is the over whelming challenges facing today's business managers. To compete successfully and to be productive, one must be able to survive first, especially in our fast-changing chaotic world of global competition. Robbins & Coulter (2007) assert that when an organization develop the employees, the employees develop self-confidence, persistence, energy and a tendency toward risk taking, as they challenge existing knowledge and tries to create new products and services through the knowledge and experience, they have acquired from their development programmes. These helps organizations to increase their innovativeness and creative abilities, thus increases an organizations chance of survival. This level of innovativeness and creativity is only possible when the human capital content of the employees has been properly developed.

According to Doucouliagos (1997) human capital development not only motivate workers and boost up their commitment, but also create new knowledge which when applied effectively boost productivity which is essential for survival of any enterprise. This view is supported by Obiekwe (2012) when he contends that innovativeness and creativity which is vital for organizational survival is only possible in the presence of effective human capital development. Oforegbunam & Okorafor (2010) have noted that for any organizations to survive the competitive world, it must pay serious attention to human capital development. Training, as a major component of human capital development is highly linked to the longevity of companies. In addition, the development of the human element in and organization will ensure long-term survival of the organization as the organization tap into gained knowledge and innovative abilities of developed employees to create operational efficiency, create new ideas and knowledge, and ability to create solutions for organizations challenges, it also helps to enhance the employees, intelligence, skills and expertise, thereby helping the company to develop competitive edge over their competitors.

Theoretical Review

The Human Capital Theory

This study adopts the human capital theory as its theoretical framework. It also extends the human capital theory to incorporate both its direct and indirect effects on Company or organizational survival.

Empirical Review

Tessema (2014) undertook a study on the impact of human capital on company performance Case of the footwear Sector in Ethiopia. The study adopted the human capital theory to address this gap in knowledge. A survey research design was adopted to test the proposition using a sample of 143 small scale Footwear sector in Addis Ababa, Ethiopia. Estimation results using a regression model indicates that having human capital investment in company lead to the improved Company Performance. The findings of this study have important implications for theory, policy and

practice. An important theoretical contribution of this study relates to its application of the human capital theory to examine the drivers of Company Performance by small firms in a developing economy. Another theoretical significance of this study relates to the ability of this study to link human capital theory and the concept of performance empirically.

METHODOLOGY

Descriptive survey research design was used for the study. The target population of interest for this research consisted of 114 staff of selected paint manufacturing firms in Port Harcourt. The sample size of the study was 89 employees drawn with the use of stratified random sampling technique. This study focused on the management, managers and supervisors of five paint manufacturing firms currently operating in Port Harcourt. The random sampling technique was adopted for the study. The sample size was determined by Taro Yamane's formula. The primary source of data was questionnaire cored by the researcher while the secondary source of data is from journals, publications, and other relevant literatures to the study. The data information received through the management level were validated through experts and supervisors. The two set of score was then analyzed using Cronbach's alpha to obtain the reliability coefficient. A reliability coefficient of 0.84 was obtained. The Statistical Package for Social Sciences was used for data analysis.

DATA PRESENTATION AND ANALYSIS

Data Presentation

A total number of eighty-nine (89) copies of the questionnaire were distributed to five (5) selected paint manufacturers in Port Harcourt, Rivers State, Nigeria. Seventy-four (77) questionnaires were appropriately filled and returned while eight (8) were not returned or properly filled. The questionnaire distributed and returned is illustrated in 4.1 below:

Table 1 Questionnaire Distributed and Returned

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Terra Paint	16	20.78	20.78	20.78
	Ebeths Paint international,	17	22.08	22.08	42.86
	Sloak Paint Limited Nigeria	15	19.48	19.48	62.34
	Inter Colour Paint Quality	16	20.78	20.78	83.12

Finecoat	13	16.88	16.88	100
Total	77	100.0	100.0	

Source: Research data, 2019

Data Analysis

Each of the measurement items and the responses from the respondents in each of the conceptual framework were analyzed using simple arithmetic mean and standard deviation:

Table 2 Weighted Response on Skill Development (n=77)

S/No	Statement	SA	A	N	D	SD
1	New employees are always trained	43	24	8	1	1
2	We engage employees in career workshop	33	12	13	9	10
3	Apprenticeship is a cheap source of labour	51	18	3	2	3
4	New skills are learned during hands on training	33	21	18	5	0
	Total	160	75	42	17	14

Researcher's Field Survey Data (2019)

Table 3 Summary of Statistical Analysis on Skill Development (n=77)

	N	Minimum	Maximum	Sum	Mean (\bar{x})	Std. Dev.
New employees are always trained	77	1	5	338	4.39	0.82
We engage employees in career workshop	77	1	5	280	3.64	1.45
Apprenticeship is a cheap source of labour	77	1	5	343	4.45	0.97
New skills are learned during hands on training	77	0	5	313	4.06	0.96
Valid N (listwise)	77					

Source: Researcher's Computation with SPSS, 2019

Table 4 Weighted Response on Innovation (n=77)

S/No	Statement	SA	A	N	D	SD
1	Our company designs product functionalities totally differing from the current ones	31	37	5	3	1
2	Research and development (R&D) activity have been performed on a continuous basis	40	21	9	1	6
3	Our company increases manufacturing quality in components of current products	34	17	14	9	3
4	Our company develops newness for current products leading to improved ease of use for customers	50	12	8	7	0
Total		155	87	36	20	10

Researcher's Field Survey Data (2019)

Table 5 Summary of Statistical Analysis on Innovation (n=77)

	N	Minimum	Maximum	Sum	Mean (\bar{x})	Std. Dev.
Our company designs product functionalities totally differing from the current ones	77	1	5	325	4.22	0.83
Research and development (R&D) activity have been performed on a continuous basis	77	1	5	319	4.14	1.17
Our company increases manufacturing quality in components of current products	77	1	5	301	3.91	1.20
Our company develops newness for current products leading to improved ease of use for customers	77	1	5	336	4.36	0.99
Valid N (listwise)	77					

Source: Researcher's Computation with SPSS, 2019

Table 6 Weighted Response on Adaptability (n=77)

S/No	Statement	SA	A	N	D	SD
1	This organization embraces a continuous improvement mindset	30	30	9	8	0
2	This organization provides wide visibility into current or planned efforts so others can contribute or adapt	44	15	8	7	3
3	This organization has a diverse pool of people to draw perspectives and ideas from	38	28	7	1	3
4	This organization learns from mistakes, viewing them as learning opportunities	39	33	2	2	1
Total		151	106	26	18	7

Researcher's Field Survey Data (2019)

Table 7 Summary of Statistical Analysis on Adaptability (n=77)

	N	Minimum	Maximum	Sum	Mean (\bar{x})	Std. Dev.
This organization embraces a continuous improvement mindset	77	0	5	313	4.06	0.96
This organization provides wide visibility into current or planned efforts so others can contribute or adapt	77	1	5	321	4.17	1.17
This organization has a diverse pool of people to draw perspectives and ideas from	77	1	5	328	4.26	0.96
This organization learns from mistakes, viewing them as learning opportunities	77	1	5	338	4.39	0.78
Valid N (listwise)	77					

Source: Researcher's Computation with SPSS, 2019

Table 8 Weighted Response on Leadership Support (n=77)

S/No	Statement	SA	A	N	D	SD
1	I delegate the authority and responsibility of decision-making to my subordinates and generally take on a more passive role.	37	19	10	9	2
2	I create a good working environment for my employees, so the relationship between us is tight-knit and built out of loyalty	43	14	5	6	9
3	I consult employees before making decisions	49	21	3	0	4
4	I often give my employees complete freedom to make their own decisions regarding their work, and step in only when requested to do so.	29	39	6	3	0
Total		158	93	24	18	15

Researcher's Field Survey Data (2019)

Table 9 Summary of Statistical Analysis on Leadership Support (n=77)

	N	Minimum	Maximum	Sum	Mean (\bar{x})	Std. Dev.
I delegate the authority and responsibility of decision-making to my subordinates and generally take on a more passive role.	77	1	5	311	4.04	1.14
I create a good working environment for my employees, so the relationship between us is tight-knit and built out of loyalty	77	1	5	307	3.99	1.41
I consult employees before making decisions	77	1	5	342	4.44	0.97
I often give my employees complete freedom to make their own decisions	77	0	5	325	4.22	0.75

regarding their work, and step in only when requested to do so.

Valid N (listwise) 77

Source: Researcher's Computation with SPSS, 2019

Table 10 Weighted Response on Organizational Culture (n=77)

S/No	Statement	SA	A	N	D	SD
1	The Policies and the organisation structure in our organisation have been clearly defined.	40	27	5	2	3
2	A friendly atmosphere prevails among the people in our organisation.	32	25	8	5	7
3	In our organisation people believe that the scope or conveying their ideas to the superior is possible.	38	9	14	9	7
4	In our organisation senior people based on their age and service are recognized by the organisation by offering cash awards, certificates etc.	29	19	4	17	8
Total		139	80	31	33	25

Researcher's Field Survey Data (2019)

Table 11 Summary of Statistical Analysis on Organizational Culture (n=77)

	N	Minimum	Maximum	Sum	Mean (\bar{x})	Std. Dev.
The Policies and the organisation structure in our organisation have been clearly defined.	77	1	5	330	4.29	0.98
A friendly atmosphere prevails among the people in our organisation.	77	1	5	301	3.91	1.26
In our organisation people believe that the scope or conveying their ideas to the superior is possible.	77	1	5	293	3.81	1.39
In our organisation senior people based on their age and service are	77	1	5	275	3.57	1.44

recognized by the organisation by offering cash awards, certificates etc.

Valid N (listwise) 77

Source: Researcher’s Computation with SPSS, 2019

Testing of Hypotheses

The hypotheses was tested using spearman rank order correlation. Four research hypotheses were raised and the spearman rank correlation was used to measure the significance of hypothesized variables.

Decision: if sig = p > 0.05 the hypothesis is rejected

If sig = p ≤ 0. 05 the hypothesis is accepted.

Hypothesis 1

HO₁: There is no significant relationship between Skill Development and innovation of selected paint manufacturing firms in Port Harcourt.

Table 12 Correlation between Skill Development and Innovation

		Innovation		
Spearman's rho	Skill Development	Correlation	1.000	.589*
		Coefficient		
		Sig. (2-tailed)	.	.000
		N	77	77
	Innovation	Correlation	.589*	1.000
		Coefficient		
		Sig. (2-tailed)	.000	.
		N	77	77

*. Correlation is significant at the 0.05 level (2-tailed).

The hypothesis testing results shows that the probability value is 0.000 which is less than the critical value of 0.05. The null hypothesis is rejected and the alternate hypotheses is accepted which states that;

HA₁: There is a significant relationship between skill development and innovation of selected paint manufacturing firms in Port Harcourt. Again, the correlation coefficient of 0.589 shows the strength of relationship between Skill Development and innovation is moderate.

Hypothesis 2

HO₂: There is no significant relationship between skill development and adaptability of selected paint manufacturing firms in Port Harcourt.

Table 13 Correlation between Skill Development and Adaptability

			Skill Development	Adaptability
Spearman's rho	Skill Development	Correlation Coefficient	1.000	.629*
		Sig. (2-tailed)	.	.000
		N	77	77
	Adaptability	Correlation Coefficient	.629*	1.000
		Sig. (2-tailed)	.000	.
		N	77	77

*. Correlation is significant at the 0.05 level (2-tailed).

The hypothesis testing results shows that the probability value is 0.000 which is less than the critical value of 0.05. The null hypothesis is rejected and the alternate hypotheses is accepted which states that;

HA₂: There is a significant relationship between knowledge and innovation of selected paint manufacturing firms in Port Harcourt. Again, the correlation coefficient of 0.629 shows the strength of relationship between Skill Development and Adaptability is strong.

Hypothesis 3

HO₃: There is no significant relationship between Skill Development and leadership support of selected paint manufacturing firms in Port Harcourt.

Table 14 Correlation between Skill Development and Leadership Support

			Skill Development	Leadership Support
Spearman's rho	Skill Development	Correlation Coefficient	1.000	.387*
		Sig. (2-tailed)	.	.000
		N	77	77
	Leadership Support	Correlation Coefficient	.387*	1.000
		Sig. (2-tailed)	.000	.
		N	77	77

*. Correlation is significant at the 0.05 level (2-tailed).

The hypothesis testing results shows that the probability value is 0.000 which is less than the critical value of 0.05. The null hypothesis is rejected and the alternate hypotheses is accepted which states that;

HA3: There is a significant relationship between Skill Development and Leadership Support of selected paint manufacturing firms in Port Harcourt. Again, the correlation coefficient of 0.387 shows the strength of relationship between Skill Development and Leadership Support is weak.

Hypothesis 4

HO4: Organizational culture does not significantly moderate human capital development and organizational survival of selected paint manufacturing firms in Port Harcourt

Table 15 Moderating Effect of Organizational Culture on human capital development and organizational survival of selected paint manufacturing firms in Port Harcourt

Control Variables			Human Capital Development	Organizational Survival	Organizational Culture
-none ^a	Human Capital Development	Correlation	1.000	.734	.649
		Significance (2-tailed)	.	.000	.000
		Df	0	76	76
	Organizational Survival	Correlation	.734	1.000	.722
		Significance (2-tailed)	.000	.	.000
		Df	76	0	76
	Organizational Culture	Correlation	.649	.722	1.000
		Significance (2-tailed)	.000	.000	.
		Df	76	76	0
Organizational Culture	Human Capital Development	Correlation	1.000	.705	

		Significance (2-tailed)	.	.000	
		Df	0	75	
	Organizational Survival	Correlation	.705	1.000	
		Significance (2-tailed)	.000	.	
		Df	75	0	
a. Cells contain zero-order (Pearson) correlations.					

The relationship between human capital development and organizational survival of selected paint manufacturing firms in Port Harcourt is strong and significant with a correlation coefficient of 0.734. with the introduction of organizational culture, the correlation coefficient becomes 0.705 signifying that organizational culture significantly moderates the relationship between human capital development and organizational survival of selected paint manufacturing firms in Port Harcourt. We therefore, reject the null hypothesis and accept the alternate or research hypothesis which states that;

HA4: Organizational culture does significantly moderate human capital development and organizational survival of selected paint manufacturing firms in Port Harcourt

Discussion of Findings

Interpretation of Findings

From the analysis of the study, it was revealed that skill development is positively and significantly correlated with innovation and adaptability while knowledge was positively and significantly correlated with innovation, adaptability and leadership support.

Finally, organizational culture strongly and significantly moderate human capital development and organizational survival of selected paint manufacturing firms in Port Harcourt. The findings of the study will be discussed in relationship to what exist in related literatures.

Conclusions

Survival for business organizations is a critical issue in the present global environment and beyond. The study determined the relationship between human capital development and survival of selected paint manufacturing firms in Port Harcourt. Skill development is no longer a matter of choice. It is imperative to adapt, survive and succeed. Skill development enhances innovation in an organization, helps organization to adapt to its environment, promotes leadership support and empowers the organization for competitive advantage.

Our ability to better collaborate in physical and virtual teams, as knowledge workers, is driving the process of new knowledge creation. Ideas can now be turned into innovative products and services much faster. As organizations, we are learning faster, and that means that individuals are learning faster. Organizations need to have certain abilities that will make them survive in today's business world.

Recommendations

Based on the findings of the study, the following recommendations were made;

1. An emphasis on employee skills development will enable employee to be innovative and strive towards organisational survival.
2. Employees should be encouraged to embrace other developmental courses that could impact on their general abilities and increase organizational survival.
3. Organizational development and organizational culture should be effectively monitored in organizations if the members of an organization are expected to perform maximally.

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