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Investigating the Impact of Covid-19 on Human Resource Development and Management of Godfather Investments Ltd, Calabar, Nigeria

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ABSTRACT

This study investigated the impact of COVID 19 on human resource development and management of Godfather Investments Ltd, Calabar, Nigeria. The general aim of the study was to examine the impact of COVID 19 on human resource development and management of Godfather Investments Ltd, Calabar, Nigeria. The specific aim was to examine the extent to which COVID 19 affect employee training in Godfather Investments Ltd, Calabar; To ascertain the extent to which COVID 19 affect performance management in Godfather Investments Ltd, Calabar. The study employed primary sources of data and survey design, using questionnaire instrument. A total of one hundred and nine copies of questionnaire were administered but only one hundred and two copies were correctly filled and returned from the respondents. Regression analysis was the analytical technique used to tests the effect between the dependent and independent variables. Based on the results, the findings revealed that COVID 19 affects employee training in Godfather Investments Ltd, Calabar. The study further revealed that COVID 19 affects performance management in Godfather Investments Ltd, Calabar. The study concluded that COVID 19 has affected the workplaces negatively and requires the right responses and adaptations to the alterations. The study therefore recommended that Management should develop strategies that enables employees to use advanced technologies as well as update their digital skills to work from home. The study further recommended that employee training sessions should now take place online to keep the employees up to date.

1.1 Introduction

Human history is observing a very strange time fighting an invisible enemy; the novel COVID-19. Initially observed in the Wuhan province of China, now fastly spreading around the world (Nadeem, 2020). The virus is called severe acute respiratory syndrome coronavirus 2 and it is abbreviated as

SARSCoV-2. Notably, for some people, the symptoms are very severe with patients requiring treatment in intensive care units (ICUs) using mechanical ventilators (Koh, 2020) but for a large percentage of the population, the symptoms are mild. In such cases people may be unaware that they are infected with COVID-19, and therefore not get seen, and diagnosed, by a doctor. (Read, Bridgen, Cummings & Jewell, 2020; Koh, 2020). The symptoms of COVID 19 include the following: fever, dry cough, fatigue, Sputum production, shortness of breath, muscle/joint pains, sore throats, headache, chills, vomiting, nasal congestion, diarrhea and mild respiratory symptoms on an average of 5-6 days after infection (Koh, 2020). These symptoms are categorized as mild, severe, or critical.

COVID 19 has disrupted the business world in a big way causing organizations to be confronted with various challenges. Organizations are, therefore, expected to perform at higher levels when environmental pressures like Corona virus escalate, threats ascend and uncertainty intensifies to survive (Boin & Van Eeten 2013). The activities of HRD therefore becomes very essential. The core elements of HRD identified in most studies include learning, development, change, and performance improvement of individuals and organizations (Hamlin & Stewart 2011; Ruona 2016).

Employee training, on the other hand, is a strategy for developing people within an organization (Wescott, 2011). This includes increasing the job knowledge, and skills of employees. Organizations use training to update or alter the behaviors of employees for better and improved performance. Employee training is intended at upgrading employees' job-related knowledge, attitudes, skills and competencies for current job and future job requirements. Employee training tactics include the use of formal, informal, on-the-job, off-the-job, professional development and other developmental learning initiatives. Training ensures the survival and the ability of the organization to realize its stated goals in dynamic business environments. The HRD literature has established the strategic link between training and organizational performance (Arasanmi, Wang & Singh, 2017; Arasanmi, Wang, Singh & Ekundayo, 2011; Shen & Tang, 2018).

Additionally, performance management is an ongoing process that facilitates employee performance (Waeyenberg, Peccei & Decramer, 2020). Ateh, Berman & Prasojo (2020) defines performance management as a system that helps in decision-making processes. It is a critical aspect of Human Resource Management and a fundamental building block of individual performance (Armstrong, 2017). It is widely advocated as a way to develop employees (Aguinis, 2013; Cascio, 2014). It identifies, measures, and develop the performance of individuals and teams and aligns performance with the strategic goals of the organization (Aguinis, 2013). Performance management is important to HRD because it is a research area that could bridge Human Resource Management (HRM) and HRD given that appraising employees is a core function of HRM and improving individual and organizational performance is key for HRD.

Godfather Investments Limited as the case study is a company that was established in 2000 which has its dealings in estates, farms, hotels and transport services. The headquarter office is in Calabar, Cross River State. A report from the administrative department revealed that the company has a permanent staff strength of eighty-five workers and over a hundred adhoc staff. Consequently, this study will investigate the impact of COVID 19 on human resource development and management of Godfather Investments Ltd, Calabar, Nigeria.

1.2 Statement of the Problem

Recently, the Covid-19 pandemic has created demanding conditions for human resource managers in the context of dramatic changes around the world due to the pandemic (Carnevale & Hatak, 2020). These changes caused by the new coronavirus have unprecedented implications on organizations

around the globe and influenced human resource development & management profoundly. This has affected the workplaces negatively and requires the right responses and adaptations to the alterations. As remote working from home intensifies, HRD&M has to cope with the stress of their employees associated with the removal of boundaries between work and family (Giurge & Bohns, 2020). Consequently, work and private life mixture during remote working from home can be the core challenge HRD&M is facing (Peasley, Hochstein, Britton, Srivastava & Stewart, 2020) especially as remote working makes it difficult to control and monitor employees' activities. In this regard, HR managers should elaborate strategies enabling employees to use advanced technologies as well as update their digital skills (Parry & Battista, 2019). In addition, lifelong learning and developing talents is still important, but training sessions have to take place online (Narayandas, Hebbar & Liangliang, 2020).

Organizations need to prepare for further changes and turbulence times ahead (Sheppard, 2020). Human resource development & management has an essential role to play in helping organizations to navigate in the situation of these dramatic changes caused by the pandemic lockdown. This research is induced by the situation in which business process continuity has been affected by the regulations aiming to prevent the spread of Covid-19, causing dismissals or reduction of staff in organizations. The aim of this research is to examine the extent to which employee training affect human resource development and management in Godfather Investments Ltd, Calabar and to ascertain the extent to which performance management affect human resource development and management in Godfather Investments Ltd, Calabar.

1.2 Objectives of the study

The main objective of the study is to investigate the impact of COVID 19 on human resource development and management of Godfather Investments Ltd, Calabar, Nigeria.

Specific objectives are;

1. To examine the extent to which COVID 19 affect employee training in Godfather Investments Ltd, Calabar.
2. To ascertain the extent to which COVID 19 affect performance management in Godfather Investments Ltd, Calabar.

1.3 Research questions

1. To what extent does COVID 19 affect employee training in Godfather Investments Ltd, Calabar.
2. To what extent does COVID 19 affect performance management in Godfather Investments Ltd, Calabar.

1.4 Hypotheses

The hypotheses formulated for the study are:

- H₀₁: There is no significant effect of COVID 19 on employee training in Godfather Investments Limited.
- H₁: There is no significant effect of COVID 19 on performance management in Godfather Investments Limited.

2.0 LITERATURE REVIEW

This section consists of conceptual framework, empirical review and theoretical framework.

2.1.1 Examining Human Resource Development

The field of Human Resource Development (HRD) are concerned traditionally with three dimensions of training and development, career development, and organization development, which have now been expanded with business strategy at the hub, underpinned by technology (Thite, 2020; Werner, 2014). The core elements of HRD identified in most studies are the learning, development, change, and performance improvement of individuals and organizations (Hamlin & Stewart 2011; Ruona 2016). However, these elements do not differentiate HRD from many other organizational activities. HRD leads to organizational change, as well as contribute to organizational resilience through its policies and strategies (Mitsakis, 2019). Attempts to define HRD have mainly focused on searching for universal characteristics common to all instances of HRD, such as the typical roles, goals, outcomes, or theoretical foundations of HRD practices (Hurt, Lynham & McLean 2014). According to McWhorter (2010), technology advances have moved the HRD field into a new realm, and as a result, people are increasingly connecting to technology, connecting through technology, and connecting within technology. Thus, technology is today regarded as the fourth dimension of HRD (Bennett, 2010).

Despite the claims made by HR technology vendors, the evidence so far suggests that the adoption of technology in HR has not really led to strategic outcomes (Marler & Fisher, 2013). Further, strategic HR is primarily most focused on transformational HR activities, such as culture change and leadership development and here, technology has somewhat fallen short of expectations (Bondarouk, Parry & Furmueller 2017). It may be partly because, as Edwards (2019) points out, 'HR as a function does not have the quantitative capabilities and that HR lacks the skills, knowledge or insights required to fulfil its potential'. Quoting several studies, Torraco & Lundgren (2020) identify several developments in HRD, particularly in the discipline of learning and development, that have the potential to transform the workplace of the twenty-first century which include performance assessment and feedback using customized apps, the role of technology and virtual HRD in work environments, using cost-effective three-dimensional (3D) virtual training environments, and computer-generated employee profiles to recommend training and future jobs for employees.

Research studies in HRD have made a significant contribution in enhancing our understanding of the future workforce. For instance, several studies have identified the changing nature of careers in the light of changes in workforce demographics, ways to develop the workforce skills needed to keep pace with advances in technology, and to balance the need for individual employment security and the organization's desire for flexibility (Torraco & Lundgren 2020).

2.1.2 EXAMINING THE CONCEPT OF COVID- 19

Human history is observing a very strange time fighting an invisible enemy; the novel COVID-19 coronavirus. Initially observed in the Wuhan province of China, now fast spreading around the world (Nadeem, 2020). On 29th of December 2019, Chinese authorities identified a cluster of similar cases of pneumonia in the city of Wuhan in China. Wuhan is a city with 11 million inhabitants and is the capital of the Hubei Province. These cases were soon determined to be caused by a novel coronavirus that was later named SARS-CoV-2 (Niederberger, 2020). The names for the virus and the disease it causes was announced by the World Health Organization and the International Committee on Taxonomy of Viruses (Topcuoglu, 2020). The virus is called severe acute respiratory syndrome

coronavirus 2 and it is abbreviated as SARSCoV-2. WHO explained that they refer to the virus as “the virus responsible for COVID-19” or “the COVID-19 virus” (Mustafa, 2020).

The total number of COVID- 19 infection around the world is not known (Mustafa, 2020). The reason for that is that for some people, the symptoms are very severe with patients requiring treatment in intensive care units (ICUs) using mechanical ventilators (Koh, 2020) but for a large percentage of the population, the symptoms are mild. In such cases people may be unaware that they are infected with COVID-19, and therefore not get seen, and diagnosed, by a doctor. (Read et al., 2020; Koh, 2020). Also, lack of sufficient testing makes it impossible to determine the total number of infection cases as not every person that should be tested is able to be tested (Mustafa, 2020). The World Health Organization (WHO) explains that a confirmed case is a person with laboratory confirmation of COVID-19 infection, irrespective of clinical signs and symptoms (Maier & Brockmann, 2020).

COVID-19 leads to a number of symptoms, but from what is known currently some symptoms are much more common than others (Mustafa, 2020). The symptoms of COVID 19 include the following: fever, dry cough, fatigue, Sputum production, shortness of breath, muscle/joint pains, sore throats, headache, chills, vomiting, nasal congestion, diarrhea and mild respiratory symptoms on an average of 5-6 days after infection” (Koh, 2020). These symptoms are categorized as mild, severe, or critical. Critical cases include patients who suffered respiratory failure, septic shock, and/or multiple organ dysfunction or failure. Severe Cases includes patients who suffered from shortness of breath, respiratory frequency ≥ 30 /minute, blood oxygen saturation $\leq 93\%$. Mild Cases include all patients without pneumonia or cases of mild pneumonia. However, on the average, the disease lasts two weeks. The WHO reports that “the median time from onset to clinical recovery for mild cases is approximately 2 weeks” (Dawson, 2020).

The most common diagnostic tests for COVID-19 are the so-called “PCR tests” that use swabbed samples from a patient’s nose and throat. The first PCR tests were developed within two weeks of the disease being identified, and are currently part of the protocol recommended by the WHO (Pierce, Shepherd & Johnson, 2019). However, flattening the curve is crucial. This requires early counter measures with the intention to lower the rate of infection so that the virus does not spread out over time and put pressure on the healthcare system. Containment measures are intended to avoid an outbreak trajectory in which a large number of people get sick at the same time.

2.1.3 Examining Employee Training

Employee training are usually believed to improve various elements of firm outcomes including customer outcomes and capabilities. It plays significant roles in improving employee performance, better quality service and competitive advantage (Dhar, 2015). However, theory and substantial evidence suggests that training outcomes differ by firm size, with larger firms potentially benefitting more (Lee, 2020). Batt & Moynihan (2006) proposed that training provides customer norms, enables self-direction to operate, motivates employees toward customer service and can lower employee turnover rates. Waqanimaravu & Arasanmi (2020) asserted that employee training is a universal strategy used for upgrading and updating employees’ knowledge, skills and proficiencies in the work setting.

Furthermore, employee training is a strategy for developing people within an organization (Wescott, 2011). Organizations use training to update or alter the behaviors of employees for better and improved performance. Employee training is intended at upgrading employees’ job-related knowledge, attitudes, skills and competencies for current job and future job requirements. Employee training tactics include the use of formal, informal, on-the-job, off-the-job, professional development

and other developmental learning initiatives. Training ensures the survival and the ability of the organization to realize its stated goals in dynamic business environments. It offers many benefits to both the employees and organizations through employees' skills (Lee, 2012).

The HRD literature has established the strategic link between training and organizational performance (Arasanmi, Wang & Singh, 2017; Shen & Tang, 2018). Even though training affects overall job performance; lack of training opportunities, accessibility and benefits from training participation may affect the value of training. Employee trainings' influence on performance outcomes such as employee commitment (Dhar, 2015; Teck-Hong & Yong-Kean, 2012), work engagement (Memon, Salleh & Baharom, 2016), satisfaction (Ocen, Francis & Angundaru, 2017) and transfer performance (Shen & Tang, 2018).

2.1.4 Examining performance management

Performance management is an ongoing process that facilitates employee performance (Waeyenberg, Peccei & Decramer, 2020). Performance management, in all its guises, occurs across all organizations whether formally through an official organizational process or informally through daily dialogue (Brown, O'Kane, Mazumdar & McCracken, 2019). It is a critical aspect of Human Resource Management and a fundamental building block of individual performance (Armstrong, 2017; Madlabana et al., 2020). Despite its worldwide prevalence and merits for organizations (DeNisi & Murphy, 2017), the popularity of performance management has been on the decline in recent years (Murphy, 2020). At the heart of current concerns lies the belief that an organization's performative agenda imposes too high demands on employees and is realized via rigid output control (Pulakos & O'Leary, 2011). In recent years, many academics have therefore advocated a move towards performance management where appraisal is seen as an ongoing process that communicates clear expectations and provides continuous guidance to employees (Tseng & Levy, 2019).

Performance management is widely advocated as a way to develop employees (Aguinis, 2013; Cascio, 2014). It is a pervasive practice that organizations use to measure and manage employees' work (Tweedie, Wild, Rhodes & Martinov-Bennie, 2018). Broadly speaking, performance management can be defined as identifying, measuring, and developing the performance of individuals and teams and aligning performance with the strategic goals of the organization (Aguinis, 2013). This simple definition underscores the close alignment between performance management practices and Human Resource Development (HRD). Hamlin & Stewart (2011) proposed four core purposes of Human Resource Development: Improving individual or group effectiveness and performance, improving organizational effectiveness and performance, developing knowledge, skills and competencies, and enhancing human potential and personal growth. Performance management is important to HRD for several reasons. First, there is a significant overlap between the above-mentioned definition of performance management and the four core purposes of HRD. Second, performance management is a research area that could bridge Human Resource Management (HRM) and HRD given that appraising employees is a core function of HRM and improving individual and organizational performance is key for HRD (Werner, 2014). Third, HRD scholars advocate the use of coaching as an HRD intervention within the performance management context (Ellinger, 2014; Werner, 2017). The HRD professional plays a role in training managers to be effective coaches and has the requisite interpersonal skills, and also has a responsibility to create a climate that facilitates coaching (Werner, 2017).

Thus far, research has led to a clear understanding of practices that constitutes effective performance management (Posthuma, Campion & Campion, 2018) and how these practices should be linked to

one another in a bundle or system (Schleicher, Baumann, Sullivan, Levy, Hargrove & Barros-Rivera, 2018). A well-implemented performance management system can be a valuable asset in ensuring that employees are motivated, promoted, trained and rewarded appropriately (Madlabana, Mashamba-Thompson & Petersen, 2020). However, a poorly implemented performance management system can be detrimental to staff morale, overall job satisfaction and result in high staff turnover rates (Gedif, Sisay, Alebel & Belay, 2018; Skinner, Van Dijk, Stothard & Fein, 2018). Furthermore, performance management systems improve managerial decision-making (Ateh et al., 2020; Gassner, Gofen & Raaphorst, 2020).

2.2 Empirical Review

Many studies have been carried out in this study both in developed and developing countries. Torraco & Lundgren (2019) investigated what HRD is doing, what HRD should be doing: The case for transforming HRD. The aim of the study was to examine factors that have influenced the evolution of HRD since its origin in the post-World War II period, to examine how HRD has responded factors and changes in its environment, and to examine the dilemmas, challenges, and criticisms of HRD. The study employed integrative literature review to review, critique, and synthesize representative literature on topics in an integrated way such that new frameworks and perspectives on the topic are generated. The study revealed a discrepancy between what HRD is doing, and what HRD should be doing. The study recommended that HRD should transform itself, or risk being sidelined.

Mitsakis (2019) investigated on human resource development (HRD) resilience: A new 'success element' of organizational resilience? The purpose of the study was to set the foundations of the term (HRD resilience) in order to initiate a dialogue around its ability to make a substantial contribution to organizational practice, and thus to be seen as a new 'success element' of organizational resilience. The study employed a desk research method where different articles were reviewed. The study revealed that the business world is becoming turbulent faster than organizations are becoming resilient. The study recommended that HRD scholars and practitioners should discuss the ways through which human resource development resilience could be built.

2.3 Theoretical framework

This study anchored on Resource-based theory of the firm. This theory was postulated by Itami in 1987. The theory states that there is a large and growing body of evidence that demonstrates a positive linkage between the development of human capital and organizational performance. The emphasis on human capital in organizations reflects the view that market value depends less on tangible resources, but rather on intangible ones, particularly human resources. The organization also has to leverage the skills and capabilities of its employees by encouraging individual and organizational learning and creating a supportive environment, in which knowledge can be created, shared and applied.

Competitive advantage is dependent not, as traditionally assumed, on such bases as natural resources, technology, or economies of scale, since these are increasingly easy to imitate. Itami (1987) noted that competitive advantage is dependent on valuable, rare, and hard-to-imitate resources that reside within an organization. The increasing importance of the Resource-based theory has done much to promote Human Resource Management (HRM) in general and human resource development in particular, and to bring about a convergence between the fields of strategy and HRD. The theory strengthened the often-repeated statement from the field of strategic human resource management that people are highly important assets to the success of the organization.

A more recent, and equally important strand has emerged under the title ‘the knowledge-based view of the firm,’ which emphasizes the requirement of organizations to develop and increase the knowledge and learning capabilities of employees through knowledge acquisition and knowledge sharing and transfer to achieve competitive advantage. Human capital is generally understood to consist of the individual’s capabilities, knowledge, skills and experience of the company’s employees and managers, as they are relevant to the task at hand, as well as the capacity to add to this reservoir of knowledge, skills, and experience through individual learning.

3.0 METHODOLOGY

This study adopted survey research design. This design best suits this study because it involves the process of gathering data from a target population through questionnaire and subjecting such data to statistical analysis for the purpose of drawing empirical generalizations. The population of the study consisted of 185 staff of Godfather Investments Ltd, Calabar. 150 staff were selected using judgmental sampling. In determining the sample size for the study, the Taro Yamane (1967) formula was used.

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

Where:

- n = Sample size
- N = Finite population
- e = Unit of tolerable error (0.05)
- I = Constant

The formula applied is stated thus.

$$\begin{aligned} \text{Substituting} \\ &= \frac{150}{1 + 150(0.05)^2} \\ &= \frac{150}{1 + 150(0.0025)} \\ &= \frac{150}{1 + 0.375} \\ &= \frac{150}{1.375} \\ &= 109 \end{aligned}$$

Thus, the sample size is 109 respondents. However, only 102 copies of questionnaire were correctly filled and returned.

Data were gathered from primary sources (questionnaire). The questionnaire consisted of two parts. The study used Likert scale measure which ranged mode of responses for the respondents from strongly agree (SA), agree (A), undecided (U), disagree (D) to strongly disagree (SD). This was basically structured for the respondents for easy understanding. The data gathered for this study were summarized and tabulated using simple percentage. Since the study seeks to establish the influence of COVID 19 on Human Resource Development and Management, regression analysis was the appropriate analytical technique because it tests the effect between two or more variables.

The formula for simple linear regression is given as;

$$Y = a + bix + e$$

Where Y = Dependent variable (HRD&M)
 a = Constant
 b = Slope of the equation
 x = Independent variable (COVID 19)
 e = Error

For the purpose of this study, the empirical model for this study is specified thus;

HRD = f(CV)
 Where HRD = Human Resource Development and Management
 CV = COVID 19

To obtain the ordinary least square model

$$HRD = a_0 + b_1CV + e$$

Where

a_0 = Regression Constant

b_1 = Regression Parameters to be estimated

4.0 DATA PRESENTATION

TABLE 1: Distribution of responses

Responses	Frequency	Percentage
Sex		
Male	83	81.37
Female	19	18.63
Total	102	100.00
Age		
18-30 years	22	21.57
31-40 years	43	42.16
41-50 years	26	25.49
51 years and above	11	10.78
Total	102	100.00
Marital status		
Single	32	31.37
Married	70	68.63
Total	102	100.00
Educational qualification		
OND	27	26.47
HND	45	44.12
B.Sc	30	29.41
Total	102	100.00
Work experience		
1-5 years	27	26.37
6-10 years	36	35.29
11 and years	39	38.34
Total	102	100.00

Source: Field survey 2020.

TABLE 2: Distribution of responses on COVID 19

Questions	Frequency				
	SA (%)	A (%)	U (%)	D (%)	SD (%)
COVID 19 affected employee development in your organization	37 (36.27)	30 (29.41)	6 (5.88)	12 (11.76)	17 (16.66)
The existence of COVID 19 affected employee training in your organization	39 (38.24)	24 (23.53)	12 (11.76)	13 (12.75)	14 (13.73)
COVID 19 emergence has caused drastic changes in your organization	39 (38.24)	40 (39.22)	4 (3.92)	7 (6.86)	12 (11.76)
COVID 19 has disrupted the business operations in your organization	37 (17.89)	44 (43.14)	6 (5.88)	8 (7.84)	7 (6.86)
Working from home, due to COVID 19, has reduced productivity in your organization	36 (35.29)	35 (34.31)	2 (1.96)	18 (17.64)	11 (10.78)

Source: Field survey 2020.

4.1 RESULTS

H₀₁: COVID 19 does not affect employee training in Godfather Investments Ltd, Calabar.

Independent variable: COVID 19

Dependent variable: Employee training

Test statistic: Least square regression statistic

The analysis shows coefficient of determination (R-square) of -0.929, which implies that 92.9 percent of the response variation in the dependent variable (ET) was explained or caused by the explanatory variable (CV); while 8 percent was unexplained. Thus, remaining 8 percent unexplained response could be caused by other factors or variables outside the mode. Also, the value of R-square was high enough to indicate a significant negative relationship between the dependent (ET) and independent variable (CV). The Durbin Watson value was 0.197 which implies that the test fell within the range of autocorrelation 2.879 in conclusive region of D.W partition curve.

In testing for statistical significance of the model, the F-statistic was adopted at 5 percent significant level. The computed value of the f-statistic was 4578.83 far greater than the tabulated value of f-statistic of 3.84 at $df_1 = 1$ and $df_2 = 99$. Also, as confirmation, the calculated t-statistics of 67.667 was greater than the critical value of 1.64. It was then concluded that COVID 19 has a significant negative effect on employee training.

TABLE 3: Least square regression result of COVID 19 and HRD&M

Dependent variable – HRD&M									
Variable	B	Standard error	B	T	Sig				
Constant	.420	.050		8.440	.009				
ET	.893	.013	.964	67.667	.000				
R	R ²	Adj. R ²	Std. error	DW	Cal. F*	Cri. F*	df ₁	df ₂	Sig.
.964	-.929	.929	.323	.197	4578.83	3.84	1	99	P<0.05

Source: SPSS output.

H₀₁: COVID 19 does not affect performance management in Godfather Investments Ltd, Calabar.
 Independent variable: COVID 19
 Dependent variable: Performance management
 Test statistic: Least square regression statistic

The analysis shows coefficient of determination (R-square) of -0.912, which implies that 91 percent of the response variation in the dependent variable (performance management) was explained or caused by the explanatory variable (CV); while 9 percent was unexplained. Thus, remaining 9 percent unexplained response could be caused by other factors or variables outside the mode. Also, the value of R-square was high enough to indicate a negative relationship between the dependent (Performance management) and independent variable (CV). The Durbin Watson value was 0.186 which implies that the test fell within the range of autocorrelation 2.971 in conclusive region of D.W partition curve.

In testing for statistical significance of the model, the F-statistic was adopted at 5 percent significant level. The computed value of the f-statistic was 238.41 far greater than the tabulated value of f-statistic of 3.84 at df₁ = 1 and df₂ = 99. Also, as confirmation, the calculated t-statistics of 48.925 was greater than the critical value of 1.76. It was then concluded that COVID 19 has a significant negative effect on performance management.

TABLE 4: Least square regression result of COVID 19 and Performance management

Dependent variable – Performance management									
Variable	B	Standard error	B	T	Sig				
Constant	.362	.028		8.670	.003				
CV	.873	.018	.964	48.925	.000				
R	R ²	Adj. R ²	Std. error	DW	Cal. F*	Cri. F*	df ₁	df ₂	Sig.
.956	-.912	.901	.361	.186	238.41	3.84	1	99	P<0.05

Source: SPSS output.

4.2 Summary of findings

Based on the results, the following findings were made;

1. There is a significant negative effect of COVID 19 on employee training in Godfather Investments Ltd, Calabar.
2. There is a significant negative effect of COVID 19 on performance management in Godfather Investments Ltd, Calabar.

5.0 CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

Based on the finding, it was concluded that COVID 19 has negative effect on human resource development and management in Godfather Investments Ltd, Calabar. This implies that COVID 19 has caused drastic changes in organizations the world over which has affected employee trainings and performance. These changes caused by the new coronavirus have unprecedented implications on organizations around the globe and influenced human resource development & management profoundly. This has affected the workplaces negatively and requires the right responses and adaptations to the alterations. As remote working from home intensifies, HRD&M has to cope with the stress of their employees associated with the removal of boundaries between work and family.

5.2 Recommendations

The following recommendations were made:

- 1) Management should develop strategies that enables employees to use advanced technologies as well as update their digital skills to work from home.
- 2) Employee training sessions can now take place online to keep the employees up to date
- 3) Management should encourage virtual meetings so that their operations are not grounded completely.
- 4) Management need to prepare for further changes and turbulence times ahead incase there occur more lockdowns in future.

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