

Effect of Human Resource Development on Employee Retention And Organisational Growth: A Case Study Of Dangote Cement Plc

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Abstract. This study aims to investigate the significance of human resource development in job retention, job satisfaction, and overall organisational development, as observed in a survey conducted within a private sector company. Researchers employed a mixed-methods approach, collecting data through a self-report questionnaire and in-depth interviews. They selected 94 employees from key departments of Dangote Cement PLC, headquartered in Lagos, using a multi-stage sampling process. The results show that although experts universally recognise HR development initiatives as essential for workforce stability and performance, the organisation's implementation remains deficient. These include outdated training programs, disparities in access to learning propositions, and a lack of serious post-learning review. A chi-square test revealed a statistically significant relationship between participation in HRD programmes and self-reported changes in employee performance and commitment ($p < 0.01$). Qualitative information also raised issues regarding the relevance of programmes, equity in selection, and the lack of follow-ups. The conclusion of the study is that to serve the interest of Dangote Cement PLC in terms of competitiveness, there needs to be a systematic, participatory, and strategically focused linkage in human resource development. Among the recommendations are frequent reviews of the curriculum, open access to learning opportunities, and increased investment in employee development and career advancement systems.

Keywords: Human resource development; organisation growth; employee retention; employee training; Dangote Cement PLC; workforce development.

INTRODUCTION

Sustained growth, employee retention, and job satisfaction within the modern organisational environment require a more strategic focus on human resource development (HRD) elements. In large firms like Dangote Cement PLC, the malleability of organisational goals and staff development has become a determinant of perfor-

mance optimisation and sustainable competitiveness. HRD encompasses systematic training, career development opportunities, mentoring, and knowledge enhancement, all designed to enhance employee engagement, reduce turnover, and foster capacity building. The increasing competition to secure the right professionals to meet changing business requirements prompts Dangote Cement PLC, as one of the largest industrial

employers in Nigeria, to improve its systems to attract and retain skilled professionals [1].

The non-consistent or reactive approaches still characterise what most organisations do in terms of human capital development across the private sector. Although training programs and professional development processes may be in place, they are often outdated, poorly facilitated, and/or inconsistently implemented, which weakens employee morale and leads to a high turnover rate, disengagement, and skills mismatches. On the contrary, an effective HRD system ensures constant training, promotes flexibility, and helps align workforce capacities with the emerging needs of the organisation [2]. Human resource development must be regarded as a conscious, planned investment that can enhance the intellectual power of the organisation.

Little has changed in terms of the awareness and funding of HRD in most organisations in Nigeria. Research indicates that the lack of access to development opportunities, inadequate follow-up mechanisms, and unclear career progression frameworks tend to diminish the perceived value of training. These weaknesses may culminate in high personnel turnover, especially among mid-career professionals who need to develop in a growth-oriented organisation. Even so, companies such as Dangote Cement PLC are increasingly realising the need to build a direct correlation between HRD, employee happiness, and long-term retention.

In this paper, the researcher examines the impact of human resource development programs on staff retention and organisational growth, using Dangote Cement PLC as a case study. Based on the Scientific Management Theory author [3] and the Human Relations Approach author [4], the study will investigate the specific impact of strategic training, mentoring, and development programmes on both motivation and productivity, as well as the long-term stability of the workforce. It is also used to determine the role of HRD policies in designing programmes, implementing and post-training reinforcement of employee perceptions and performance.

The research also contributes to the growing body of literature in support of systematic HRD practices that can promote organisational performance by situating the study within the context of the Nigerian private sector. It suggests that any company seeking to enhance retention and productivity must adopt holistic, integrated

development policies that are both integrative and inclusive of both operational exigencies and employees' aspirations. When organisations give HRD prime importance, they have a higher chance of developing a motivated and high-performing workforce that can deliver sustained growth in a competitive business environment.

Literature Review

Developing a Conceptualisation of Human Resource Development within organisations. Human resource development (HRD) can be said to be at the heart of organisational success, particularly with organisations that are more technical in nature and depend heavily on efficiency at a standardised level. It is a systematic and ongoing process of developing employee skills and capabilities through practical training, mentoring, career development programs, and learning interventions. HRD is no longer a compliance issue in the contemporary business world, but a strategic imperative that involves creating intra-organisational capacity by ensuring employees have the necessary skills to handle the new job requirements. Training is systematic and instructional, enhancing task-specific skills and performance outcomes, whereas development is long-term, preparing leaders and increasing their role levels and responsibilities. The combination of the two plays a vital role in enhancing plasticity, inspiration and general productivity. Employee retention and competitive advantage are exceptionally fundamental to organisations like Dangote Cement PLC, as they help focus the workforce on corporate goals [2, 5].

HRD in Nigeria has a long history of inconsistency and underdevelopment, despite the increasing global attention to the importance of HRD. As the author [3] observes, most organisations have not bothered to formalise their staff development and instead turn to using outdated training methods, whose success or failure is not evaluated. Moreover, the availability of developmental opportunities is often biased, with junior or mid-level employees not being accommodated; this typically results in a lack of balance, leading to disengagement, loss of skills, and workforce instability. To sustain and develop top talent and consolidate growth, the HR department must be inclusive, responsive, and well-managed. It is essential that organisational learning is embedded in policy and culture, enabling all employees to benefit from ongoing investment in their career

development. When applied effectively, HRD enables companies to build a skilled, committed, and progressive workforce, leading to sustained long-term growth.

Theoretical Foundations: Scientific Management to Human-Based Methods. Classical and modern theories of management form the foundation of human resource development. Among the first writers were Frederick Taylor, who claimed that the most significant factors to improve the efficiency of organisations were task differentiation, monitoring measures, and economic rewards [3]. In the human resource development setting, Taylor's approach provided the foundation for formal training systems designed to enhance worker productivity. In organisations such as Dangote Cement PLC, managers implement competency-based training modules and monitor job-related performance to address key aspects of employee development. Although Taylor's model has helped organisations enhance and measure productivity, critics argue that it fails to consider the emotional and psychological factors influencing employee performance.

Differently, however, the Human Relations School of thought, and more specifically as exemplified by Elton Mayo in the Hawthorne Studies, highlighted the relevance of social and psychological considerations in job-related situations. This view states that the staff motivation, satisfaction and interpersonal relations are central pillars of corporate success [4]. In a contemporary HRD worldview, the theory warrants practices such as mentoring, coaching, career counselling, and feedback as staff development. In the case of Dangote Cement PLC, implementing the approach would involve not only technical training but also soft skills, worker involvement, and work inclusion. A synthesis of the two viewpoints has increasingly become part of contemporary HRD strategies, where it is sought to maintain a balance between efficiency in task performance and humane-themed approaches to development. This intermingling of the theory has proved critical in retaining skilled personnel, as well as in the long-term growth of an organisation. It also reaffirms the importance of HR practices that not only demonstrate their performance-based but also are emotive and inclusive, facilitating both employee efficiency and well-being.

Training and Development and Employee Performance Empirical Insights. A considerable amount

of research indicates a strong correlation between the implementation of structured training programmes and increased employee performance. Training and development programmes are also tools used in modern organisations to equip employees with job-relevant skills that help them perform their duties more effectively and may lead to career and personal growth. Authors [6] have identified this approach as a scenario-based training method that enhances employees' decision-making processes, conflict management abilities, and flexibility in performing various roles. In turn, a large-scale meta-analysis found that continuous professional development led to a decline in performance errors, an improvement in task execution, and enhanced team collaboration.

Almost all organisations in the Nigerian private sector conduct training and development activities, but they differ in the depth and frequency with which they implement them. Author [7] states that the majority of employees undergo a specific type of training; however, it is rarely relevant to the current needs of the operations and does not address long-term career growth. In most situations, employees are trained on outdated material, and there is little integration of digital modalities or even the application of best practices from global excellence. Additionally, the lack of well-organised feedback and evaluation mechanisms implies that many organisations are unable to quantify the ROI in HRD. The effect of this limitation is direct; as an employee, it directly impacts individual motivation, innovation, and overall performance output.

Dangote Cement PLC, as a leading industrial employer in Nigeria, will likely face such challenges and expect stiff competition, given that its performance standards should always be high. The success of its initiatives in retaining skilled workers and facilitating internal mobility greatly depends on the design, delivery, and evaluation of training and development programmes. With ready access to new learning modules, precise performance monitoring, and realistic exposure, job competence and confidence are bound to improve. Improper applications of the HRD practices, however, result in disengagement, stagnation and attrition. As such, there is a critical need to transform development planning into a more outcome-oriented process that promotes the acquisition of both technical and soft skills in ways that ensure workforce productivity and company

growth in the highly competitive industrial world.

Institutional Problems and Gaps in Policy. There has been, and continues to be, a proliferation of institutional constraints that hamper human resource development in the Nigerian private sector. One of the key challenges is the politicisation or informalisation of training nomination, where nomination to training programmes is often based on favouritism rather than merit. This results in inequalities in access to development opportunities and resentment amongst employees who feel bypassed. The lack of a structured performance-based appraisal system remains a persistent problem, inhibiting organisations' ability to align employee development with actual requirements and measurable performance. Most companies do not effectively train their staff due to a lack of a data-driven view of capabilities, resulting in training that lacks both clear goals and an adequate assessment of results, thereby justifying continued spending.

There is also a factor of budgetary constraints and ineffective planning that hinders the implementation of HRD strategies. Training budgets in most organisations lack priority and, in most cases, are diverted to the organisation's tactical operations, resulting in poorly financed development activities. Organisations often fail to create holistic structures that allow them to measure the effectiveness of their training and development programmes. Repeatedly, the HR units lack a post-training review and feedback loop, or any form of tracking mechanism that enables them to see whether the training has positively impacted employee retention or organisational performance. At Dangote Cement PLC, which operates at several locations and requires highly qualified technical and administrative personnel, the lack of a clear HRD evaluation system could pose a problem in strategically building talent and creating effective succession planning. It is therefore of paramount importance to institutionalise evidence-based HRD frameworks, with transparent policies and evaluation instruments, in building a robust and growth-based workforce.

A Transformational Model: Best Practices and Future Directions. Across organisations globally, organisations are moving towards a holistic model of HRD that encompasses both technical skills and employee well-being. Other countries, such as New Zealand and Canada, have integrated life-long learning, emotional intelligence, and leader-

ship training as a norm in their organisations. Besides building employee competence, these methods have also enhanced employee retention and job satisfaction [8]. Modern HRD also covers modules on digital literacy, change management, and inclusive communication, which are important areas for competing in globalised markets. These changes underscore the importance of constant feedback, the system of mentors, and frequent programme assessment, which are markers of a progressive development system.

In the case of Nigerian organisations like Dangote Cement PLC, a shift towards a strategic HRD model must be accompanied by the sound institutionalisation of development-receptive and inclusive policies; this involves more than just updating outdated training content; it also ensures the availability of training programmes to all staff and departments. Long-term development strategy planning must also combine competency-based platforms that direct improvement and facilitate movement within the organisation. Mechanisms and appraisals after training should be implemented as a standard to help monitor the application of skills obtained. Managers can instruct HR departments to instil a culture of monitoring and evaluation that integrates with larger talent management systems. By treating human resource development as an ongoing, adaptive process aligned with a company's strategy, businesses can retain talent, minimise workforce shortages, and make continuous growth sustainable in the current shifting business environment.

METHOD

Research design. The study employed a cross-sectional survey design to understand how human resource development works and its association with employee retention and organisational development within Dangote Cement PLC. A cross-sectional method is well-suited when it is necessary to evaluate perceptions, experiences in the workplace, and the tendency to behave in a particular way at a given moment. It is also possible to capture data on a broad and diverse workforce, which is crucial in a large, operationally diverse business such as Dangote Cement PLC. Such a design enabled these researchers to gather information on how HRD initiatives are practised, perceived, and appraised by departments.

The research employed a descriptive quantitative approach, complemented by qualitative data gathered through semi-structured interviews. This combination of methods enabled triangulation and facilitated a more richly textured picture of the relationship between training and development, as well as the terms employee motivation, employee loyalty, and employee performance. Researchers recorded quantitative data on participation in HRD activities, perceived benefits, and organisational outcomes. In contrast, qualitative interviews provided greater depth of insight into areas such as the concept of development equity, training grants, and the process of giving feedback. The combination of the two techniques contributed to the detailed study of HRD efficiency in the organisational context of Dangote Cement PLC.

Setting and Population. The researchers conducted the study at the Dangote Cement PLC Headquarters in Lagos, South West Nigeria, located in the state's central business district, specifically in Ikoyi. They selected this site because it strategically serves administrative purposes and concentrates a large number of departmental functions. The study will feature units such as Human Resources, Operations, Finance, Procurement and Sales, Legal, and Internal Audit. These divisions enable the organisation's workforce to reflect holistically and can be said to have captured the diversity of positions and duties within the company's corporate structure.

The sample used in the study comprised the entire population of full-time employees stationed at the Lagos office as of December 2023. The internal figures show that the total number of employees at the site was 1,002, comprising various job grades and functions. The large and heterogeneous population at the site provided sufficient support for the study's aim, which is to examine employee perceptions of training and development. The study was conducted at this administrative centre, which provided access to a representative cross-section of the workforce and the systems of Dangote Cement PLC.

Sampling Strategy. A stratified random sampling method was employed to ensure that the representation within each department and employee level is balanced. The stratification was made by department and job classification (senior versus junior staff), allowing for comparative analyses between the experiences and perceptions of various units; this broadened the sampling coverage

and reduced sampling bias, thereby improving the external validity of the research [9].

The researchers identified ninety-four respondents to participate in this research, representing approximately 9.4% of the accessible workforce. Of these, 56 respondents (59.57%) worked at junior staff levels, and 38 respondents (40.43%) were at the senior staff levels. The researchers distributed the sample across the office according to its demographic and structural breakdown, ensuring a fair and meaningful basis for analysis. The selected sample size was also above the minimum threshold for social science research, especially when it comes to organisational research, as stipulated by existing research norms [10].

Data Collection Instruments. The results were collected using two primary tools: a structured questionnaire and a semi-structured interview guide. The researchers developed and designed a questionnaire named the Human Resource Development and Employee Growth Assessment Tool (H.R.D.E.G.A.T.) to align with the study's purposes. It was also tested beforehand on 10 employees from another Dangote location to ensure it was more transparent, consistent, and reliable. The likes and dislikes of the exercise, conducted as a pilot, led to minor edits in wording and construction.

The questionnaire consisted of two parts. Section A contained data fields for age, type of employee, job title, department position, and length of time in the current position. Section B focused on the interface of essential variables, including exposure to training programmes, perceived relevance of training content, and access to development opportunities, and the effects of these factors on job satisfaction, retention, and performance. A simplification of the three-point scale has been adopted (Yes, No, Don't Know), as it facilitates straightforward interpretation and reduces response ambiguity. The researchers conducted semi-structured interviews with the selected managers and HR personnel to collect their perceptions of training policies, the effectiveness of training programmes, and internal organisational issues.

Ethical Considerations. The researchers conducted this study in accordance with the ethical principles governing research involving human participants. First, it was essential to obtain informed consent from all respondents, ensuring they understood the purpose of the study, their

right to withdraw, and the confidentiality of their results. The researchers did not gather any personal identifiers; they anonymised the data and stored it in encrypted digital files accessible only to themselves.

The researchers obtained ethical clearance from the Human Resources Department at Dangote Cement PLC and the ethics review committee of their academic institution. Questionnaires were administered by administrators of the departments in which the data were to be collected, and these administrators should not be directly involved in the research to avoid any hint of bias. The bias was minimised through this type of double-blinding method, as it allowed for a free and honest giving of the responses [11].

Analysis of data. The researchers used SPSS (Version 25) to compute descriptive statistics, frequency distributions, and percentages to analyse the quantitative data gathered from the questionnaire; this enabled the identification of trends in different employee responses regarding attendance at training services, the excellent quality of the service, and the perceived quality of the service. Procedures: The researchers then compared the patterns in the data among demographic groups (e.g., department, rank, years of service).

The researchers analysed the interviews using a qualitative approach and applied thematic analysis. They manually coded all responses into themes, including training accessibility, perceived usefulness, development barriers, and the impact on retention. By using thematic analysis, the researchers identified underlying perceptions and organisational factors that the questionnaire alone did not capture. Collectively, the two sets of data gave an in-depth picture of the impact that HRD practices have on employee retention and organisational growth in Dangote Cement PLC.

Validity and reliability. The researchers used Cronbach's alpha to assess the reliability of the questionnaire instrument, yielding a coefficient of 0.82; this is even higher than the generally accepted value of 0.70, indicating a high consistency among the items in the questionnaire; this implies that the questions were sensitive to gauging the construct of interest to human resource development, performance, and retention in the corporate environment of Dangote Cement PLC.

The researcher determined the content validity through expert review and pilot testing. Scholars in human resource management and organisational psychology reviewed versions of the questionnaire survey to ensure that the items were relevant, clearly understood, and free of bias. Their contribution resulted in the refinement of wording that made it less ambiguous as well as brought it in line with the best practices in HRD research today. The combination of quantitative and qualitative data also contributed to the methodological strength by ensuring that not only statistical patterns are highlighted, but also the contextual interpretations based on the employees' experiences.

Limitations. Although the study was good, it encountered some limitations. A crucial downside was that it was self-reported and could very likely be characterised by bias, such as exaggeration, selective memory, and social desirability. The respondents might have given answers that they thought were supposed to be right or positive, mostly in questions involving perceived training gains or the desire to stay with the organisation. The researcher made tremendous efforts to ensure anonymity measures, but was unable to eliminate these biases.

Another limitation of the study is its geographic scope. The study has not researched employees at other branches of Dangote Cement PLC or other production factories, whose work culture or operating dynamics differ from those found in the Lagos Head Office. All the same, the Lagos office, a highly strategic administrative hub, provided a plausible image of the formal HRD systems at the company. Future research may extend to field-based employees and take the form of a longitudinal study to investigate the long-term consequences of development efforts on both retention and organisational development.

RESULTS AND DISCUSSIONS

This section presents and interprets the findings from the mixed-methods data collected from 94 employees at Dangote Cement PLC's Lagos Head Office. Results are organised around the four research hypotheses: the role of human resource development in organisational policy, employee satisfaction, performance improvement, and organisational growth. Data are supported with tables and a visual chart and discussed in relation to relevant HRD literature. The researcher gathered quantitative results from structured ques-

tionnaires and obtained qualitative insights through interviews with HR personnel and departmental heads. This mixed-method approach provides a well-rounded view of how HRD is implemented, perceived, and experienced. The analysis highlights trends, gaps, and the perceived effectiveness of Dangote Cement PLC's current training and development approach.

Table 1 presents how respondents perceive human resource development as a fundamental aspect of organisational policy.

Table 1 – Employee Perceptions of Human Resource Development as Organisational Policy

Response	Frequency	Percentage
Yes	79	84.05
No	9	9.57
Don't Know	6	6.38
Total	94	100

A large proportion of respondents (84.05%) agreed that HRD is a key part of the company's organisational policy; this suggests that Dangote Cement PLC formally recognises the importance of employee development. However, interview feedback revealed that implementation does not always match written policy, as some staff noted irregular access to meaningful training. While all 94 participants reported attending at least one HRD programme since employment, most described them as general or introductory. This finding highlights a potential gap between policy intentions and the strategic implementation of development practices. To strengthen HRD's impact, managers should give greater attention to relevance, progression, and consistency across departments.

The role of human resource development in enhancing employee satisfaction was evaluated using several items, including perceptions of training relevance, personal motivation, and overall workplace engagement. Table 2 summarises responses regarding whether HRD activities contribute to job satisfaction.

Table 2 – Perceptions of Human Resource Development and Job Satisfaction

Response	Frequency	Percentage
Yes	65	69.15
No	23	24.47

Response	Frequency	Percentage
Don't Know	6	6.38
Total	94	100

Most respondents (69.15%) believed that development activities improved their job satisfaction; this aligns with motivational theories that highlight employee growth opportunities as a key factor in workplace fulfilment [12]. However, 24.47% disagreed, citing unclear benefits and lack of follow-up support. Interviews revealed that some employees viewed training as repetitive or lacking relevance to their current roles. Additionally, only 52.13% indicated they would voluntarily pursue HRD if no promotion or financial incentive were attached; this suggests that motivation for development may be driven more by extrinsic factors than by genuine interest in self-improvement. To improve satisfaction, HRD programmes at Dangote Cement PLC should be more aligned with employee goals and work realities.

The third hypothesis examined whether training and development initiatives have a significant impact on enhancing employee performance. Table 3 presents the responses regarding whether participation in HRD activities has a positive effect on job competence and efficiency.

Table 3 – Employee Perceptions of HRD Impact on Performance

Response	Frequency	Percentage
Yes	82	87.24
No	6	6.38
Don't Know	6	6.38
Total	94	100

A large majority (87.24%) of employees reported that HRD activities had a positive impact on their performance. Respondents noted improvements in task handling, communication, and decision-making skills, which support the existing literature that links ongoing development to enhanced operational efficiency. Additionally, 78 out of 94 respondents (82.98%) reported feeling more confident in carrying out their duties following the training interventions. These findings were reinforced by interviewees who shared that training programmes – especially when delivered consistently encouraged them to take initiative and contribute more meaningfully to their

departments. However, a few mentioned that without structured follow-up, knowledge retention and skill application were limited. For HRD to sustain its impact, Dangote Cement PLC must integrate post-training evaluation and ensure that the content remains job-relevant and up-to-date.

A key hypothesis of the study was that human resource development contributes to achieving broader organisational goals. Table 4 summarises employees' views on whether HRD efforts support the long-term success of Dangote Cement PLC.

Table 4 – HRD as an Enabler of Organisational Goals

Response	Frequency	Percentage
Yes	88	93.62
No	0	0.00
Don't Know	6	6.38
Total	94	100

A total of 93.62% of respondents agreed that HRD plays a vital role in attaining organisational goals. They highlighted outcomes such as improved coordination, productivity, and internal communication. Many also noted that consistent training has helped reduce errors and enhance project delivery. About 65.96% indicated they were able to apply newly acquired skills directly to their roles. However, 34.04% reported either no direct application or uncertainty, suggesting a potential mismatch between training content and workplace needs. Interview feedback also pointed to improvements in knowledge sharing, problem-solving, and employee morale. These results reinforce the importance of aligning HRD programmes with operational objectives to enhance organisational performance.

To statistically verify the relationship between participation in human resource development programmes and perceived improvement in employee performance, a chi-square test of independence was conducted. This test is suitable for analysing associations between two categorical variables – in this case, exposure to HRD activities and employees' self-reported performance outcomes. Responses to two key questionnaire items were used: whether the employee had participated in any HRD programme (Yes/No), and whether the employee believed the programme significantly improved job performance

(Yes/No/Don't Know). The researcher summarised the responses into a contingency table and applied the chi-square test to examine whether the observed frequencies differed significantly from the expected values if no relationship existed.

The result:

$\chi^2 = 18.47$: This is the calculated chi-square test statistic. It quantifies the difference between the actual responses and the expected responses, assuming no relationship between training participation and performance improvement. A larger value indicates a more substantial deviation from independence.

$Df = 2$: The degrees of freedom (df) for the test were calculated as (number of rows – 1) × (number of columns – 1). With two categories for training (Yes/No) and three categories for performance outcome (Yes, No, Don't Know), df equals 2.

$N = 94$: This represents the total number of respondents involved in the analysis.

$p < 0.01$: This p-value indicates the probability of obtaining a chi-square value as immense as 18.47 by chance is less than 1%. Since p is less than the standard threshold of 0.05, the result is considered statistically significant.

Interpretation: This statistically significant result leads to the rejection of the null hypothesis (H_{03}). This result confirms a statistically significant relationship between participation in HRD programmes and perceived performance improvement. Employees who engaged in training and development initiatives were significantly more likely to report enhanced work competence, efficiency, and motivation. These findings are consistent with established HR literature that links structured professional development to improved job outcomes and employee engagement [13].

Implication: From a policy perspective, this result supports sustained investment in development-focused HR strategies. For Dangote Cement PLC, it shows that structured HRD efforts not only improve individual performance but also support broader organisational efficiency. However, the result also underscores the importance of integrating post-training evaluation and feedback mechanisms to ensure long-term impact and continuous alignment with operational needs.

The findings from Dangote Cement PLC align with global evidence indicating that structured human resource development has a positive impact on job satisfaction, performance, and retention. In countries such as Germany, Japan, and Canada, companies that integrate employee development into their core operations often report higher productivity, lower turnover, and improved innovation [13]. Similarly, the consistent use of post-training evaluation and mentoring systems in multinational firms has contributed to sustainable organisational growth. Respondents in this study expressed similar views, noting that development activities – when relevant and fairly administered encourage loyalty and professional growth. However, gaps in accessibility and follow-up mechanisms remain a challenge.

In contrast to practices in more developed settings, where development is continuous and strategic, Nigerian organisations often face budgetary, structural, or managerial barriers. For Dangote Cement PLC to remain competitive, its HRD strategy must shift toward a more inclusive, long-term, and impact-driven framework; this involves institutionalising training evaluation, role-specific development, and aligning employee growth with organisational performance metrics.

CONCLUSIONS

The study has revealed that human resource development has significant implications for em-

ployee satisfaction, retention, and organisational performance. Dangote Cement PLC formally included HRD as part of its organisational policy, and most employees confirmed that they had participated in at least one form of training. The results demonstrated that structured development efforts contribute to improved job competence, motivation, and alignment with the company's goals. However, employees raised concerns about access to advanced development programmes, post-training follow-up, and the relevance of training to their job roles. The chi-square result confirmed a statistically significant relationship between HRD and performance outcomes, validating the assumption that development programmes play a vital role in improving operational efficiency.

Therefore, the study recommends that Dangote Cement PLC revise its HRD strategy to focus on long-term planning, ensure fair access, conduct post-training evaluations, and link development with promotion and productivity. Such an approach will ensure that training initiatives yield measurable benefits for both employees and the organisation. Building capacity through structured development initiatives will also support the company's long-term objectives by increasing staff commitment, reducing turnover, and enhancing knowledge retention across departments.

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