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## **Organisational Culture and Human Capital Development in First Bank Nigeria Plc.**

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### **Abstract**

The study investigated the effect of organizational culture on human capital development. The study adopted the survey method and Pearson Correlation Coefficient and Multivariate Regression Model was used to analyse the hypotheses. The instrument used in data collection was a structured questionnaire and statistical techniques of Pearson product correlation coefficient to determine the impact on human capital development in First Bank. The finding of this study shows that organizational culture will positively but insignificantly influence human capital development practice in terms of staffing, career development and compensation. The study recommends that it is important for practicing managers to take cultural factors into account in formulating human capital development policy across the country. There should an alternative management science that is based on Nigerian values.

Companies should also share information to safe guard the current best practices in order to keep up to date and deal with human capital development.

**Key Words:** Culture, Human Capital, Organisation, Banking Industry

### **Introduction**

Managing human capital developments in organisation requires understanding of the influence of both the internal and external culture environments of organisations. The internal environment is represented by the internal work culture, whereas the external environment is represented by the enterprise or institutional culture (for example market characteristics, nature of industry, owner status and resource availability) as well as the socio-culture environment (paternalism, power distance, etc.). Both of these environment forces are, in turn, influenced by the physical and the socio-political context. For example, the work of (Duke & Edet, 2012; Jerome, 2013) argued that organisational culture has a positive and significant impact on human capital developments management, and that organisational culture determines human capital developments management practice in the organisation.

Organisation development is concerned with promoting the wellbeing of an organisation, drawing together people from various aspects of life and to bringing desired success through the accomplishment of corporate goals and objectives. In order to achieve their goals and objectives, people need to learn how to work together through identifying norms, values, artefacts, beliefs and rituals, and understanding the importance of organisational culture (Cascio, 2006).

### **Conceptual Review**

#### **1. Meaning of Human Capital Development**

In view of culture-specific conceptualization of culture on Human Capital Development (HCD) practices over life span, an initial noticeable approach is to search for culture-specific value of childhood, adolescence, adulthood without transitions such as the developmental stage of adolescence. In these cultures, children are continuously prepared to take adult roles, including having children of their own, as soon as their physical maturation allows (Greenfield, 2010). Moreover, the developmental tasks related to the different developmental stage obviously differ among cultures, and they can change in one culture over time. For instance, in some cultures, children are free from any adult responsibilities. They are viewed as being a part of heaven and God as historically was the case in Japan (Kojima, 1986).

In other cultures, children are seen as economic resources for the parents and the family (Trommsdorff, Kim & Nauck, 2005). In western societies, children are regarded as separate or independent and are conceived of as partners to their parents, or as little adults being responsible for what they are doing and making decisions for themselves; they are conceived of as having certain rights for which they receive institutional support. Early in life they acquire the need to be strong-willed and self-determined, as is the case in many industrialized western cultures (Kucynsaki, 2003). Another example is adolescence which as stated above, in some cultures simply does not occur because of the obligation to take over adult role right after physical maturation. The end of childhood and the beginning of adolescence is characterised in some cultures by extended (gender specific) rituals, separations of male adolescence from the family and integration in to the male peer group headed by an adult male leader.

In other cultures, due to the increasing role of education, adolescence is a separate and sometimes difficult developmental stage which is extended relative to other developmental stages. It has also been proposed that as the transition from adolescence to adulthood takes much longer today than in the past, a new stage of life can be described, namely emerging adulthood (Arnett, 2012). Certainly, this life stage is more characteristic of industrialised societies and can serve to illustrate the impact of the socio-economic context on the structuring of the life span of individuals.

Such cultural differences have been recently documented by (Arnett, 2012). Here, adolescence is characterised by a more or less prolonged moratorium which should allow the adolescent to develop a sense of identity in order to be able to fulfil adult roles later on. Some studies support the view that this period is characterised by storm and stress and emotional insecurity, contradicting other studies which did not find empirical support for the notion of adolescence as a period of crisis. A dominant view has been that adolescence is characterised by individuation as adolescents are striving for autonomy and independence from parents and for achieving developmental growth through relatedness with peers. However, cross-cultural studies show culture specific relations between parents and their adolescent children and the adolescent preferences for independence and autonomy (Mayer & Trommsdorff, 2012) or the adolescent strategies of balancing the needs of autonomy and of relatedness towards parents (Albert, Trommsdorff & Sabatie, 2011).

Adulthood is usually characterised by establishing a family, taking responsibilities as parents, and becoming active members of society (for example in economic production; in political; institutions). However, cultures differ with respect to conceptualizing adulthood and related developmental task of adults; for instance; as far as responsibilities of adult children for their aging parents are concerned (Albert, Trommsdorff & Mayer, 2005). Also, social changes affect the gender role, and thereby have an impact on the family system including the conditions for child care is parent child relations (Reiman, 2014). The concept of old age is related to different age groups in different cultures, presumably depending on the “normal” life expectancy in a specific culture. As stated earlier, in many industrialised societies development over the life span is now extended into very old age. This is brought about by technological and social changes which give rise to increasing longevity as well as related changes in the roles of women and men, family systems, and developmental conditions such as health and well-being. Therefore, the concept of old age comprises different meanings in different cultures. Certain cultures pay a high degree of respect to the elderly who are conceived of as possessing natural legitimate authority and wisdom, and who are taken care of by the family. In contrast, in modern urbanised societies, the nuclear family prevails and independence is highly valued; here the elderly prefers to be independent, relying on their own resources and or the social welfare system.

## **2. Organisational Culture and Human Capital Development Practices**

Organisational culture and its environment factors in which organisation exist determine the way of managing the organisation (Jerome, 2013). The relationship between organisational culture and human capital development practices can be explained as follows. When the member of organisation that employees understand and internalised the organisational culture which can be said as the way things are done around here, it will enable employees to choose

strategy, and behaviour that fit with their personality as well as with the main routines of organisation activities.

Since Nigeria is a country with high power distance and low uncertainty avoidance, it is likely that organisational culture that fit with this condition is parochial type. Parochial culture is characterised by the tendency to give much attention to some factors such as family relationship, social relation, and personal background, and less attention to capability and competency needed to perform the task.

Basically, parochial culture is just like a family culture where the superior-subordinate relation is imbalance. In this culture, hierarchy is not just division or responsibility and duty, but it symbolises power and authority. The main power is on one hand, a powerful person such as the owner or the founder of the company, where the destiny of an employee depends on the hand of the most powerful person (the boss). There is a division of work, the boss is the planner, and others are the doers. In the high-power distance society, good leader or good manager in the eye of the employee is someone who can act like a good father (Hofstede, 1997). This type of relationship will lead to less participative management in decision making.

### **3. Organisational Culture**

Armstrong (2006) emphasises the notion of management style as a way of describing how managers behave within the culture of their organisations.

Organisational or corporate culture is the pattern of values, beliefs, norms, attitudes and assumptions that may not have been articulated but shape the ways in which people behave and this get done. Values refer to what is believed to be important about how people and the organisations behave. Norms are the unwritten rules of behaviour (Jerome, 2013). The definition emphasizes that organisational culture is concerned with abstractions such as values and norms which pervade the whole or part of an organisation. They may not be defined, discussed or even noticed. Put another way, culture can be regarded as a code word for the subjective side of organisational life (Meyerson & Martin, 1987). Nevertheless, culture can have significant influence on people's behaviour.

The following are some other definitions of culture; the culture of an organisation refers to the unique configuration of norms, values, beliefs, and ways of behaving that characterise the manner in which groups and individuals combine to get things from (Eldridge & Crombie, 1974). Culture is a system of informal rules that spells out how people are to behave most of the time (Deal & Kennedy, 1982). Culture is the commonly held beliefs, attitudes and values that exist in an organisation. Put more simply, culture is the way we do things around here (Furnham & Gunter, 1993). A system of shared values and beliefs about what is important, what behaviours are important and about feelings and relationships internally and externally (Purcell, Kinnie, Hutchinson & Swart, 2003).

### **4. Organisational Climate**

The term organisational climate is sometimes confused with organisational culture and there has been much debate on what distinguishes the concept of climate from that of culture. In his analysis of this issues, Denison, (1996) believed that culture refers to the deep structure of organisations, which rooted in the values, beliefs and assumptions held by organisation members. In contrast, climate refers to those aspects of the environment that are consciously

perceived by organisational members. According to Rousseau, (1988) who stated that climate is a perception and is descriptive. Perceptions are sensations or realisations experienced by an individual. Descriptions are what a person reports of these sensations. The debate about the meanings of these terms can become academic. It is easiest to regard organisational climate as how people perceive the culture existing in their organisation. As defined by French, Kast & Rosenweig, (1985) it is the relatively persistent set perceptions held by organisation members concerning the characteristic and quality of organisational culture. They distinguish between the actual situations that is culture and the perception of it (climate).

### **5. The Significance of Culture**

According to Furnham & Gunter (1993), who suggested that culture represents the social glue and generates a will-feeling thus, counteracting processes of differentiations which are an unavoidable part of organisational life. Organisational culture offers a shared system of meanings which is the basis for communications and mutual understanding. If these functions are not fulfilled in a satisfactory way, culture may significantly reduce the efficiency of an organisation.

The work of Purcell, Kinnie, Hutchinson & Rayton, (2005) found in their previous research (2003) that in some organisations there was a certain something christened the big idea that seemed to give them a competitive edge. The big idea consisted of a few words or statements that seemed to give them a competitive edge. The big idea consisted of a few words or statements that very clearly summed up the organisation, what it was about and what it was like to work there. In turn this enables the organisation to manage its corporate culture and establish a set a shared value, which recognised and reinforced the sort of organisation it wanted to be. Thus, it was able to establish a strong shared culture within which particular practices that encouraged better performance would be embedded and flourish. The values and norms that are the basis of culture are formed in four ways. First, culture is formed by the leaders in the organisation, especially those who have shaped it in the past. Schein (1992), indicates that people identify with visionary leaders how they behave and what they expect. They note what such leaders pay attention to and treat them as role models. Secondly, as Schein also points out culture is formed around critical incidents of important events from which lessons are learnt about desirable or undesirable behaviour. Thirdly, as proposed by Furnham & Gunter (1993) culture develops from the need to maintain effective working relationship among organisations members, and this establishes values and expectations.

Finally, culture is influenced by the organisation's environment. The external environment may be relatively dynamic or unchanging. Culture is learned over a period of time. Schein, (1984) stated that there are two ways in which this learning takes place. First, the trauma models in which members of the organisation learn to cope with some threat by the erection of defence mechanisms. Secondly, the positive reinforcement model, where things that seem to work become embedded and entrenched. Learning takes place as people adapt to and cope with external pressures and as they develop successful approaches and mechanisms to handle the internal challenges, processes and technologies in their organisation. Where culture has developed over long periods of time and has become firmly embedded, it may difficult to change quickly, if at all unless a traumatic event occurs.

## Methodology

The main research instrument of this study was structured questionnaire which were administered to respondents who are employees of First Bank Marina, Lagos Nigeria. The questionnaire for the study was divided into two sections. Section A consisted of the socio-demographic characteristic of the respondents such as sex, position, marital status, years of experience and departments; Section B consisted of questions on various organisational culture and behaviour, All the variables were measured using the Likert 5-point scale.

Strongly agree	5
Agree	4
Undecided	3
Disagree	2
Strongly disagree	1

## Data Analysis Techniques

The data collected was processed and analysed using both descriptive and inferential statistics. The analysis was in accordance with the research objectives and hypotheses. In analysing the collected data, the researcher adopted a statistical technique of Pearson Product Moment Correlation coefficient to determine the impact of culture on human capital developments management in First Bank Nigeria Plc.

## Results and Discussion

This presents the socio-demographic characteristics of the respondents. The empirical findings based on the objectives, hypothesis, and discussions were made. The responses to the questions relevant to the research hypotheses were used in testing the hypotheses. 100 copies of questionnaire were administered.

### Socio-Demographic Characteristics of Respondents

#### Respondents according to Gender

Sex	Number of Respondents	% of Respondents
Male	55	55
Female	45	45
<b>Total</b>	<b>100</b>	<b>100</b>

#### Age of Respondents

Age	No of Respondents	% of Respondents
Less than 30 years	17	17
30-40 years	47	47
40 years	36	36
<b>Total</b>	<b>100</b>	<b>100</b>

**Marital Status of Respondents**

Marital Status	No of Respondents	% of Respondents
Married	55	55
Single	38	38
Divorce	7	7
<b>Total</b>	<b>100</b>	<b>100</b>

**Academic Qualifications of Respondents**

Academic Qualification	No of Respondents	% of Respondents
O'Level	10	10
ND/NCE/DIPLOMA	20	20
HND/B.Sc.	40	40
M.Sc./MPA/Ph.D.	30	30
<b>Total</b>	<b>100</b>	<b>100</b>

From the result analysis, 55% of the respondents were male while 45% were female, 17% were below 30 years while 47% falls between the range of 30-40 years and 35% falls in the range of 40 years and above, 55% of the respondents were married, 38% were single while the remaining 7% were divorces. The study reveals a 10% of respondents were O'level etc., 20% with ND/NCE/Diploma certificates, 40 had HND/B.Sc. certificate, 30% had M.Sc./MPA/Ph.D. certificate.

**Presentation and Analysis of Research Questions**

1. Culture will positively influence on the human capital development practices (compensation)

Options	Frequency	Percentage
Strongly Agree	68	68%
Agree	10	10%
Undecided	6	6%
Strongly Disagree	14	14%
Disagree	2	2%
<b>Total</b>	<b>100</b>	<b>100%</b>

Source- Field Survey (2019)

The response above shows that 68% Strongly Agree, 10% said Agree, 6% said Undecided, 14% said Strongly Disagree while 2% said Disagree indicated that culture will positively influence on the human capital development practice (compensation).

2. Organisational culture such as characteristics, nature of industry, ownership status and resource availability affect the human capital developments management.

Options	Frequency	Percentage
Strongly Agree	52	52%
Agree	30	30%
Undecided	5	5%
Strongly Disagree	3	3%
Disagree	2	2%
<b>Total</b>	<b>100</b>	<b>100%</b>

**Source-** Field Survey (2019)

The response above shows that 52% Strongly Agree, 30% said Agree, 5% said Undecided, 3% said Strongly Disagree while 2% said Disagree indicated that organisational culture such as characteristics, nature of industry, ownership status and resource availability affect the human capital developments management.

3. People with good character is preferred to people with good skill at work, also with the statement: Promotion is due to loyalty and closed relationship with the superior than performance.

Options	Frequency	Percentage
Strongly Agree	74	74%
Agree	16	16%
Undecided	-	-
Strongly Disagree	-	-
Disagree	-	-
<b>Total</b>	<b>100</b>	<b>100%</b>

**Source-** Field Survey (2019)

The response above shows that 74 (74%) strongly agreed, 16 (16%) said agree, indicated that people with good character is preferred to people with good skill at work, also with the statement: Promotion is due to loyalty and closed relationship with the superior than performance.

4. Employees' adaptability to organisational change promotes socio-cultural compatibility of the manager to employees' relation and influence on the human capital development practice.

Options	Frequency	Percentage
Strongly Agree	60	60%
Agree	-	-
Undecided	21	21%
Strongly Disagree	8	8%
Disagree	11	11%
<b>Total</b>	<b>100</b>	<b>100%</b>

**Source-** Field Survey (2019)

The response above shows that 60 (60%) indicated Strongly Agree, none ticked Agree, 21% said Undecided, 8% said Strongly Agree while 11% said Disagree indicated that employees' adaptability to organisational change promotes socio-cultural compatibility of the manager to employees' relation and influence on the human capital development practices.

5. Organisational culture will positively influence on the human capital development practices (career development).

Options	Frequency	Percentage
Strongly Agree	50	50%
Agree	30	30%
Undecided	5	5%
Strongly Disagree	3	3%
Disagree	12	12%
<b>Total</b>	<b>100</b>	<b>100%</b>

**Source-** Field Survey (2019)

6. Competency/Employee's length of service is the only criterion used in hiring new employee, reward and promotion.

Options	Frequency	Percentage
Strongly Agree	54	54%
Agree	30	30%
Undecided	-	-
Strongly Disagree	8	8%
Disagree	8	8%
<b>Total</b>	<b>100</b>	<b>100%</b>

**Source-** Field Survey (2019)

The response show that 54 (54%) indicated Strongly Agree, 30% said Agree, none were Undecided, 8% said Strongly Disagree while 8% said Disagree indicated that Competency/Employee's length of service is the only criterion used in hiring new employee, reward and promotion.

7. The internal environment culture of an organisation as represented by its internal work, culture, affects the Human Capital Development positively.

Options	Frequency	Percentage
Strongly Agree	40	40%
Agree	30	30%
Undecided	5	5%
Strongly Disagree	3	3%
Disagree	22	22%
<b>Total</b>	<b>100</b>	<b>100%</b>

**Source-** Field Survey (2019)

The response above shows that 40 (40%) indicated Strongly Agree, 30% said Agree, 5% said Undecided, 3% said Strongly Disagree while 22% said Disagree indicated that the internal environment culture of an organisation as represented by its internal work, culture, affects the Human Capital Development positively.

8. The socio-cultural environment such as paternalism, power distance affects human resources management.

Options	Frequency	Percentage
Strongly Agree	40	40%
Agree	30	30%
Undecided	15	15%
Strongly Disagree	13	13%
Disagree	2	2%
<b>Total</b>	<b>100</b>	<b>100%</b>

**Source-** Field Survey (2019)

The response above shows that 40 (40%) indicated Strongly Agree, 30% said Agree, 15% said Undecided, 13% said Strongly Disagree while 2% said Disagree indicated the socio-cultural environment such as paternalism, power distance affects Human Capital Development.

9. Human capital development practices such as Career development, compensation will positively influence on the organisational performances.

Options	Frequency	Percentage
Strongly Agree	47	47%
Agree	33	33%
Undecided	15	15%
Strongly Disagree	3	3%
Disagree	2	2%
<b>Total</b>	<b>100</b>	<b>100%</b>

**Source-** Field Survey (2019)

The response above shows that 47 (47%) indicated Strongly Agreed, 33% said Agree, 15% said Undecided, 3% said Strongly Disagree while 2% said is very Strongly Disagree that Human capital developments practices such as Career development, compensation will positively influence on the organisational performance.

10. Participative management will positively influence on the organisational performance.

Options	Frequency	Percentage
Strongly Disagree	62	62%
Agree	10	10%
Undecided	8	8%
Strongly Disagree	13	13%
Disagree	2	2%
<b>Total</b>	<b>100</b>	<b>100%</b>

**Source-** Field Survey (2019)

The response above shows that 62 (62%) Strongly Agree, 10% said Agree, 8% said Undecided, 13% said Strongly Disagree while 2% said Disagree indicated that Participative management will positively influence on the organisational performance.

11. Compensation of employee's commitment will positively influence on the organisational performance.

Options	Frequency	Percentage
Strongly Agree	90	90%
Agree	-	-
Undecided	1	1%
Strongly Disagree	9	9%
Disagree	-	-
<b>Total</b>	<b>100</b>	<b>100%</b>

**Source-** Field Survey (2019)

The response above shows that 90 (90%) indicated Strongly Agree, none indicated Agree, 1% said Undecided, 9% said Strongly Disagree while none indicated Disagree indicated that Compensation of employee's commitment will positively influence on the organisational performance.

12. The socio-political environment such as ecological, legal, social, political, and historical forces affects Human Capital Development and hence organisational performance.

Options	Frequency	Percentage
Strongly Agree	57	57%
Agree	25	25%
Undecided	5	5%
Strongly Disagree	3	3%
Disagree	10	10%
<b>Total</b>	<b>100</b>	<b>100%</b>

**Source-**Field Survey (2019)

The response above shows that 57 (57%) indicated Strongly Agree, 25 (25%) said Agree, 5% said Undecided, 3% said Strongly Disagree while 10% said Disagree indicated that the socio-political environment such as ecological, legal, social, political, and historical forces affect Human Capital Development and hence organisational performance.

13. Achieving external competitiveness in the area of compensation should be in line with the organisation's performance.

Options	Frequency	Percentage
Strongly Agree	68	68%
Agree	20	20%
Undecided	5	5%
Strongly Disagree	5	5%
Disagree	2	2%
<b>Total</b>	<b>100</b>	<b>100%</b>

**Source-** Field Survey (2019)

The response above shows that 68 (68%) indicated Strongly Agree, 20% said Agree, 5% said Undecided, 5% said Strongly Disagree while 2% said Disagree indicated that achieving external competitiveness in the area of compensation should be in line with the organisation's performance.

14. Compensation management will involve the weight an organisation chose to place on employee performance.

Options	Frequency	Percentage
Strongly Agree	79	79%
Agree	8	8%
Undecided	5	5%
Strongly Disagree	3	3%
Disagree	5	5%
<b>Total</b>	<b>100</b>	<b>100%</b>

**Source-** Field Survey (2019)

The response above shows that 79 (79%) indicated Strongly Agree, 8% said Agree, 5% said Undecided, 3% said Strongly Disagree while 5% said Disagree indicated that compensation management will involve the weight an organisation chose to place on employee performance.

### Test of Hypothesis

**Hypothesis one:** There is no significant effect of organisational culture on compensation management in First Bank.

The Pearson Product Moment Correlation (PPMC) was used to establish and test the relationship between the response of the staff and external stakeholders. Pearson Product Moment Correlation in determining the relationship between the organisational culture and compensation management in First Bank, questions 13 and questions 16 were used.

Compensation of employee’s commitment will positively influence on the organisational performance. \*compensation management will be the weight an organisation chose to place on employee performance. Cross tabulation.

		Compensation management will involve the weight an organisation chose to place on employee performance				
		Strongly Agree	Agree	Undecided	Strongly Disagree	5
Organisation of employee’s management will positively influence the organisational performance	Strongly Agree Count	79	8	3	0	0
	Agree Expected Count	71.1	7.2	4.5	2.7	4.5
	Undecided Count	0	0	1	0	0
	Disagree Expected Count	8	1	.0	.0	.0
	Strongly Disagree Count	0	0	1	3	5
	Disagree Expected Count	7.1	7	.5	.3	5
	Count Count	79	8	5	3	5
	Expected Count	79.0	8.0	5.0	3.0	5.0

Symmetric Measure

	Value	Asymp.StdError <sup>a</sup>	Approx.T <sup>b</sup>	Approx.sig.
Interval by interval Pearson’s R	.895	.033	19.912	.000 <sup>0</sup>
Ordinal by Ordinal Spearman	.726	.75	10.450	.000 <sup>0</sup>
Correction N of valid Cases	100			

Hypothesis two

There is no significant influence of organisational culture on career development in First Bank  
The Pearson Product Moment Correlation (PPMC) was used to establish and test the relationship between the response of the staff and external stakeholders. Pearson Product Moment Correlation in determining the relationship between significant influences of organisational culture on career development in First Bank question 1and question 11 were used.

		Human capital developments practices such as Career development, compensation will positively influence on the organisational performance				
		Strongly Agree	Agree	Undecided	Strongly Disagree	5
Organisation of employee’s management will positively influence the organisational performance	Strongly Agree Count	79	8	3	0	0
	Agree Expected Count	71.1	7.2	4.5	2.7	4.5
	Undecided Count	0	0	1	0	0
	Disagree Expected Count	8	1	.0	.0	.0
	Strongly Disagree Count	0	0	1	3	5
	Disagree Expected Count	7.1	7	.5	.3	5
	Count Count	79	8	5	3	5
	Expected Count	79.0	8.0	5.0	3.0	5.0

**Symmetric Measure**

	<b>Value</b>	<b>Asymp. Std Error<sup>a</sup></b>	<b>Approx. T<sup>b</sup></b>	<b>Approx. sig.</b>
Interval by interval Pearson's R	.877	.023	18.070	.000
Ordinal by Ordinal Spearman	.807	.40	13.547	.000
Correction N of valid cases	100			

**Discussions of Findings**

Organisational culture will positively influence on the human capital development practices (staffing, career development and compensation). The findings reveal that organisational culture positively and significantly correlates with compensation management this support the work of Okolie& Okoye (2012).

Organisational culture correlates and positively related with organisational performance. This implies that organisational performance is positively impacted by organisational culture. Organisational culture positively and significantly correlates with Competency/Employee's length of service. From the findings Organisational culture will positively influence on the human capital developments practices (staffing, career development and compensation), this support the work of Okoye (2010).

Organisational culture correlates positively and significant with Paternalism, Power Distance. Organisational culture correlates positively and insignificant with Internal Work Environment Culture. This implies that Human capital development practices such as Career development, compensation will positively influence on the organisational performances.

**Conclusion**

From the investigation it reveals that organisational culture will positively but insignificantly influence human capital development practices in terms of staffing, career development and compensation. Organisational culture will positively and significantly influence human capital development practice in terms of Career development and compensation. Human capital developments practices such as Career development, compensation will positively and significantly influence organisational performances.

**Recommendations**

1. Therefore, it is important for practicing managers to take cultural factor into account in formulating and adopting HCD concept across country. Most especially people from four major ethnic groups in Nigeria. The reason is that HCD concepts always contains unspoken assumption that is underlying values in the certain society.
2. Besides, it is important that an attempt should be done to find an alternative management science that is based on Nigerian values. Therefore, there is an opportunity for Nigerian management scholars to search and develop management practice which is consistent with Nigerian cultural values.

3. Companies must adjust their human capital developments management practice in accordance with their environment so that the companies may generate successful performance.
4. Companies are encouraged to join networks or to form network that have the same culture values so that they can support one another to ensure growth and sustainability whilst championing human capital developments management practices.
5. Companies should also share information on safeguards and current best practices in order to keep up to date and deal with Human Capital Development practice issues.

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