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Human Capital Development and Organizational Productivity in Selected Manufacturing Firms South-East

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Abstract: *This work examined human capital development and organizational productivity in selected manufacturing firms South-East, Nigeria. The paper is grounded on Resource Based View and Human Capital Theory. Survey research design was adopted. The study was carried out in South East, Nigeria. The population of study 1308 comprises of the management staff, senior staff and junior staff of the fifteen selected manufacturing firms in South-East of Nigeria. The sample size for the study was 427 using statistical formula devised by Taro Yamane (1964). Data was source for Primary sources. The major instrument used in this research was questionnaire. Face and content validity was used in validating the research instrument. Test –retest through pilot study and Cronbach Alpha was employed to ascertaining the reliability of the instrument. The result revealed a Cronbach Alpha value of 0.7and 0.8 which is within the acceptable threshold. The tools that were used in analyzing the data collected include simple percentages, and T-statistics analysis. The study found that training and development has a significant positive influence on organizational productivity. Employee engagement has a significant positive effect on organizational productivity. Knowledge accessibility has a positive significant influence organizational productivity. Learning capacity does not have significant negative effect on organizational productivity. Therefore, the study concludes that human capital development has a significant positive effect on organizational productivity. The study recommends that employer should have compulsory training programmes for all employees in order to improve the knowledge and understanding of annual business strategy and objectives to improve organizational productivity.*

Keywords: Human Capital, Development, Organization, Employee, Productivity

A: **Introduction**

Human capital has long been recognized as one of the imperative resources that can create competitive advantages for firms (Barney, 1991; Wright, Dunford, and Snell, 2001). Human capital can enhance firms' capabilities of discovering and exploiting business opportunities and then can help them attain innovation, speed, flexibility, and adaptability. Even more importantly, when firms face turbulent and dynamic markets, human capital plays a more crucial role in achieving success (Datta, Guthrie, and Wright, 2005; Unger, Rauch, Frese, and Rosenbusch, 2006).

This realization of the value of human resources has led to the proposal by experts that they should be classified as "assets", hence the term "human capital" (Anderson, 2005). To get the best out of the human resources in an organization, there must be substantial and meaningful investment on them. Organizational objectives such as profit maximization, large market share, and fulfilling social responsibility cannot be achieved without an efficient work-force. Therefore, human capital development is essential for sustainability and growth of an organization. It is thus us, being realized now that the forces that give life to an organization are the human energy and creativity operating therein (Onodugo, 2000). Thus, no matter how good and sophisticated capital and technology may be, it is of little relevance to the organization's goal when managed and operated by underdeveloped human resources. They do not only lack capacity but also the motivation to use other resources efficiently towards the organizational ends (Ugbaja, 2005).In some organizations, only individuals who have acquired skills on specific jobs are employed. But in others, individuals are employed to be developed on- the -job as required by the organization. In this case, it is believed that the individual, through training and development programmes, will acquire the skill and knowledge required for effective productivity of the job (Nwatu,2006). However, human capital development must be based on the need rather than meeting the requirements of the organization. Such requirements must be accurately defined and the development programme should be organized to exploit the potentials of the employee or to correct the deficiencies in the level of their productivity (Ugwunna, 2007).

Today, the business environment is very dynamic and undergoes rapid changes as a result of technological innovation, increased awareness and changing demand of customers and the environment generally. Business organizations, especially the banking institutions, operate in a complex and competitive market characterized by innovative changes. As a result, human capital in these banks ought to be kept abreast with the continuous changes in the banking environment (Isichei, 2006). Thus includes internal and external banking environments. In order to be competitive and keep afloat, human capital development should be on a continuous basis. In other words, bank employees should be trained and re-trained continuously and adequately motivated in order to stimulate high productivity as this is one sure way to make the business profitable, growing and self-sustaining (Ajunwa, 2005). As has been observed and stressed in the financial sector, the ever-improving information and communication technology and demands of stakeholders have engendered keen competition, thus giving rise to the need for well trained and retrained human capital. With the continuous improvement in human capital in response to the changing business environment, over time this will lead to growth and sustainability. Thus, the critical success factor of business organization is to have a pro-active human capital which can anticipate the future and adjust in advance to ensure continuous high productivity which would ultimately lead to growth and sustainability. The onus therefore lies with management to put in place an appropriate and efficient mechanism for human capital development (Osemene, 2007). Therefore this study examined the effect of human capital on organizational productivity in South-East, Nigeria.

B: Conceptual Explications

The term **'human capital'** is defined by Bontis (2001) as a combination of the following four factors: genetic inheritance; education; experience; and attitudes about life and business. Hines, (2000) defines it as the combined knowledge, skills, innovativeness and ability of the company's individual employees to meet the task at hand. It obviously includes intangibilities such as the company values, culture and philosophy. A logical deduction is that when an enterprise educates its employees, it increases its human capital. This does not mean that the company will have more control over its assets. Edvinsson, (2007) states in a free society that enterprise cannot own, only rent, its human capital. Seviby (2008) argues that people should be seen as the "only true agents in business; all tangible physical products, assets as well as the intangible relations, are results of human action and depend ultimately on people for their continued existence.

Ahangar (2011) sees human capital is recognized as the largest and the most important intangible asset in an organization which ultimately provides the goods and/or services that customers require or the solutions to their problems". It includes the collective knowledge, competency, experience, skills and talents of people within an organization. It also includes an organization's creative capacity and its ability to be innovative. Although investment in human capital is growing, there is still no standard measure of its effectiveness in companies' balance sheets. Structural capital is the supportive infrastructure for human capital. It is the capital which remains in the factory or office when the employees leave at the end of the day. It includes organizational ability, processes, data and patents.

According to oxford dictionary Productivity is the rate at which a worker, a company or a country produces goods, and the amount produced, compared with how much time, work and money is needed to produce them. Productivity has two major components, technological change and manpower utilization. As technological change requires huge capital investment, organizations look for better manpower utilization to achieve increased productivity. With better human relations productivity can be increased. And there is no simple formula of getting the things done other then good human relations. Sometimes this can be stated that better relations can make an environment of productivity and that productivity if fairly and promptly rewarded, it makes very good human relations, which can work for a long time in the growth and success of the organization.

Productivity is the relationship between output of goods and services of workers of the organization and input of resources, human and non-human, used in the production process. In other words, productivity is the ratio of output to input. The higher the numerical value of this ratio, the greater the productivity (Onah, 2010). Productivity has been defined as the measure of how well resources are brought together in organization and utilization for accomplishment of a set result. It is reaching the highest level of productivity with the least expenditure of resources (Mali, 1978). According to Onah (2010), productivity is the relationship between output of goods and services and input of resources, human and non-human, used in the production process. In order words, productivity is the ratio of output to input. The higher the numerical value of this ratio, the greater the productivity. Thus, productivity can be applied at any level, whether for individuals, for work unit, for the organization.

C: Theoretical Orientation

This study is anchored on Human Capital Theory by Adam Smith (1776). The origin of human capital goes back to emergence of classical economics in (1776) and thereafter developed a scientific theory. The idea of investing in human capital was first developed by Adam Smith (1776), who argued in the Wealth of Nations that differences between the ways of working of individuals with different levels of education and training reflected differences in the returns necessary to defray the costs of acquiring those skills. Economists such as Elliot (1991) developed the theory of human capital. He is concerned with human capital in terms of the quality, not quantity, of the labour supply. After the manifestation of that concept as a theory, Schultz (1961) recognized the human capital as one of the important factors of national economic growth in the modern economy (Dae-bong, 2009).

The theory argues that a person's formal education determines his or her earning power. Human capital theory holds that it is the key competences, skills, knowledge and abilities of the workforce that contributes to organizations competitive advantage. It focuses attention on resourcing, human resource development, and reward strategies and practices. According to Human Capital Theory, education is an investment because it is believed that it could potentially bestow private and social benefits. Human capital theorists believe that education and earning power are correlated, which means, theoretically, that the more education one has, the more one can earn, and that the skills, knowledge and abilities that education provides can be transferred into the work in terms of productivity (Dae-bong, 2009).

This theory emphasizes the value added that people contribute to an organization. It regards people as assets and stresses that investments by organizations in people will generate worthwhile returns. The theory suggests that investment in people results in economic benefits for individuals and society as a whole (Sweetland 1996). The investment in individual can be made in terms of education, health, nutrition, and any other development that results in long-term benefits. It is important to clarify that the investor in this particular case is an individual who decides whether to invest his or her time, money and other resources into some activity that will benefit his or her human capital.

Many researchers have been conducted in the area of human capital however; there is still the existence of a wide gap between theory and practice. The shift towards value-addition based measurements of investment in intellectual capital has gradually begun to close the gap between theory and practice. This model meets the demand for giving employees the status of key resource by treating them as investment and not as cost; this because they invest their knowledge and skills which is valued by the market through the company's activities and reflected in the created value added. The model has received wide usage in the area of intellectual capital valuation especially with intellectual capital due to the inadequacies of the other valuation methods and measurement models. The model provides a standardized and consistent basis of measure that can be used for easily comparison both within sector, industry or internationally. It is also important to state that all the data used is based on audited information from financial reports, therefore results can be said to be objective and verifiable. Also, like other traditional measures of corporate productivity, it is easy and straightforward for both internal and external users of the financial statement.

D: Employee Empowerment and Organizational productivity

Employee empowerment is the process of shifting authority and responsibility to employees at lower level in the organizational hierarchy. It is a transfer of power from the managers to their subordinates. It occurs that when a person works for some years he develops a thorough idea, knowledge, skill, ability over the job and gets everything into his grip. If such person is given overall charge of the work he does, with adequate authority and responsibility he can take decision on his own and can effectively and efficiently accomplish the job. It is the expectation of most human beings that they should have power, authority, recognition, status, responsibility; and when they get all these, they exert drives to utilize their full potential, energy, abilities and competences in an attempt to excel their productivity. Empowerment program is designed to delegate power, authority by managers to their subordinates and share responsibility with them in other to improve organizational productivity (Ghosh, 2013).

All this enhances status, recognition of empowered employees. Such employees prepare their mindset to perform, to win and to strive their best to go ahead to achieve individual goals, team goals and organizational goals. Randolph (2000) asserts that employee empowerment is a transfer of power from the employer to the employees. Newstrom and Davis (2002) define empowerment as any process that provides greater autonomy through the sharing of relevant information and the provision of control over factors affecting job productivity.

Accordingly, Conger and Sanderson (2003) believed that empowerment creates motivation and energy in workforce to do their work efficiently and effectively (Amin, Seyed and Hakimeh2010).Kuo et al. (2010) recommended that together the job characteristics of career revamp and employee empowerment are imperative characteristics in giving greater employee dedication and trustworthiness toward the organization and increased level of motivation (Reena et al, 2009) More the loyalty towards the organization and higher the motivation works best for the effectiveness and growth of a business. Neuman (1989) judges participative decision making as a set of planned procedures for systematizing individual sovereignty and autonomy in the perspective of faction accountability and associated to system-wide control.

Employee participation and empowerment not only direct to efficiency, effectiveness and innovation but they also boost employee gratification, work motivation and trust in the organization(Constant.2001) John Baldoni in his book 'Great motivation Secrets of Great Leaders', has discussed that empowerment and recognition encourages and motivates people to work. He elaborates it that empowerment grants people with responsibility and authority to act as it puts people in control of their own destinies Also he wrote that its fundamental to our humanity that everyone needs to be recognized about how and what work they have done and next time they do it more efficiently for the sake of more recognition (John 2005). Iberman(1995) summarizes Rules for success in which he gave much importance to employee involvement and empowerment in decision making and task completion as according to him it increases commitment and understanding (Matthew et al, 2005).The above literature and studies fully supports the second hypothesis that empowering employees increases their motivation towards work and organizational productivity.

E: Training and Development on Organizational Productivity

Effective employee training leads to an increase in quality goods and services as a result of potentially fewer mistakes. Consequently, accuracy, effectiveness, good work, safety practices and good customer service can be expected. An intelligent and well-trained workforce is central to both productivity and the success of an organization. Organizations can save money by retaining valuable employees: the costs of recruitment and training of new entrants can be avoided.

Another gain from the training identified is its effects on quality. Training provides employees with skills that improve their performance. As human performance increases, business productivity also improves. Rothwell and Kazanas (2006) are of the opinion that training not only influences the bottom line, but is also critical in cost saving. As a consequence of employee training, the level of turnover is reduced. It is also important to train and develop the managers and supervisors of an organization. Many managers are appointed managers because of their skills and expertise in their own job functions, but lack the knowledge and experience to manage people. They may be referred to as non-managers and McConnell (2004) advises that non-managers should be trained in the scientific problem-solving process. This includes diagnosing, setting objectives, deriving alternate courses of action, evaluating different causes, selecting a course, and testing and implementing it. One of the major causes of mistakes in business is a lack of discipline in then on-manager’s approach to problem solving.

The participative management style is practiced in many organizations internationally, where workers are involved in decisions regarding their work. Perry (2007) confirms that this concept is widely applied in various parts of the world and particularly in the new South Africa. This is evident where employees participate in the management of organizations and in joint management decision making on certain issues. In participative management, employees put forward their ideas, thus contributing to solving problems that affect the organization. Investing in training and development is imperative for any organization, which will certainly realize a return on investment in training and developing their workers. Those who neglect this important aspect of human resource management are bound to suffer the consequences as warned by Nel, Van Dyk, Haasbroek, Schultz, Sono and Werner (2004), who state that investing in employee training and education is vitally important in today’s competitive marketplace. When companies fall behind in the development of their human resources, they are prone to fall behind in countless other ways as well. The above is confirmed by Noe, Hollanbeck, Gerhart, and Wright (2003) in their comment on the fact that we live in very turbulent times. Changes occur frequently in organizations, in jobs and in the way they are performed. Nowadays, it is important for managers to help people to grow in confidence, and to develop new skills to cope and adapt to the challenges of change.

Workers are essentially assets to an organization and should therefore be treated as human capital. The implications of more investment in them would raise expectations from them in terms of performance. Their improved skills and behaviour will give the organization its competitive edge. Perry (2007) asserts that human capital represents the human factor in the organization. The combined intelligence and skills and expertise of employees give the organization its distinctive character. The human elements of the organization are those that are capable of learning; striving for change, innovation and provision of creative thrust, which if properly nurtured will ensure long-term survival of the organization.

F: Empirical Review of Literature

In a study conducted by Anumudu (2010) on the effect of human capital on labour productivity in manufacturing industries in Enugu and Anambra States. The study applied the ordinary least squares and the principal component Analysis in the estimation. The evaluation results show that human capital has a positive effect on the sectoral labour productivity level of the industry. Training, Education, Medicare and Research are strongly correlated with productivity. By all econometric standards the statistical evidence showed that the linear regression model was adequate and the Jargue Bera Statistic confirmed the fact. The principal component analysis adopted in the research revealed that Onitsha Aluminum manufacturing company has the highest impact of human capital. In the kmo and Bartlett’s Test conducted, all variables except Medicare extraction communalities are greater than 0.5, and component matrix shows that Training of all the components of human capital has the highest impact on labour productivity. Moreover, there are indications of under investment of human capital in some manufacturing industries. There is need to improve upon the level of investment and productivity of human capital so as to produce positive efficiency effect for productivity growth in the manufacturing industries

More so, Udu and Ewans (2016), Human capital development and employee job productivity using double diamond plastic manufacturing firm, Aba, Nigeria as a case study. The study employed a correlation design in an attempt to determine the direction and magnitude of the relationship between the studied variables. Structured questionnaire drawn on 5 point scale rating was

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administered to a sample of one hundred and sixty five (165) respondents drawn from the population of the study. The data collected from the respondents were analyzed with Pearson's product moment correlation and p-value. The results show a positive relationship between on-the job training and quality of employee job productivity. This was shown by a positive correlation coefficient and the result on the second objective shows a positive relationship between off the job training and worker efficiency. This also was shown by a positive correlation coefficient (r) of (0.84). The implication is that increased in human capital development enhances employee job productivity, which in turn, leads to increased organizational productivity. In the light of the findings, the study recommends that organizations should allocate considerable efforts, time, and resources to invest on human capital development for the acquisition of practical skills, and learning experience deep-rooted on the work for operational excellence.

Collaboratively, Yaya (2016) investigated the effect of human capital development on job satisfaction of librarians in Nigerian public universities. A correlation survey research design was adopted. The study population consisted of 1,254 librarians in public university libraries in Nigeria, from which 923 were selected using simple random sampling. The research instrument used was a self developed questionnaire. The study revealed a significant relationship between human capital development and job satisfaction of librarians in public university libraries in Nigeria. It concluded that contrary to general belief, job satisfaction and productivity levels of librarians in university libraries were high. It is recommended that university library management should continue to promote values such as improved employee recognition, good leadership style and improved human capital development programmes that would increase job satisfaction and productivity of its workforce.

In addition Wakeel and Alani (2010) examined the contribution of different measures of human capital development to economic growth in Nigeria. It used data from Nigeria and adopted the growth account model which specifies the growth of GDP as a function of labour and capital. The model also included a measure of policy reforms. Based on the estimated regression and a descriptive statistical analysis of trends of government commitment to human capital development, it was found that though little commitment had been accorded health compare to education, empirical analysis showed that both education and health components of human capital development are crucial to economic growth in Nigeria.

Furthermore, Olayemi (2012) investigated the relationship between human capital investment and industrial productivity in Nigeria using secondary data spanned through 1978 to 2008. Co-integration and Error Correction Mechanism (ECM) was employed to examine the nexus between human capital investment and industrial productivity. Granger causality test was also adopted as a supplementary estimation method to explore the nature of causality among the variables established in the model. The study found that government expenditure on education maintained a positive long run relationship with index of industrial production while government expenditure on health and gross capital formation exhibited long run negative relationship with the dependent variable. Consequently it was recommended among others that more stock of physical capital needed to be acquired, to facilitate more investment in human capital and thereby enhance industrial productivity in Nigeria.

Danjuma and Akinpelu (2016) examined the impact of human capital efficiency on corporate productivity of industrial goods companies listed in the Nigerian Stock Exchange Market. For a period of 6 years (2009-2014,) the effect of human capital efficiency on productivity was examined by applying the human capital component of the value added intellectual coefficient (VAIC) methodology. Multiple Linear regression models were used for analyzing the relationship between the variables of interest; Employees' growth (EG), Earnings per Share (EPS), Return on Assets (ROA), Human Capital Efficiency (HCE), lagged Human Capital Efficiency and Size of the firms. The finding survived a number of robustness check and the result indicates that there is positive significant relationship between human capital efficiency on ROA and EPS, and an insignificant negative relationship between human capital efficiency on Size, lagged human capital efficiency and number of employee growth. This study contributes to the existing Human Capital theories by revealing the HCE of Industrial goods companies and its impact on Corporate Productivity.

Ismaila (2009) examined the impact of investment in human capital on the productivity of Nigerian banks.The study covers banks quoted on the Nigerian stock exchange as at 2005. A sample size of 6 banks was obtained; from the old generation and from the new generation bank. Secondary source of data was used for the data collection, salaries and allowances were used as the proxy for human capital investment while Market price per share, Earning per share and Book Value per share were used as the proxies of productivity. Regression was used to test the impact of human capital investment on productivity while Pulic (1997) Human Capital Efficiency Coefficient was used to test the efficiency of human capital in Nigerian banks. The study found that there is significant relationship between MPS and human capital investment; there is a significant relationship between BVS and human while there is no significant relation between EPS and human capital. The study also found that human capital investment has positive impact on the efficiency of banks' employees. The study recommends, among others, that banks should increase human capital investment in order to increase their MPS and BVS. In addition, there is need for Nigerian banks to ascertain the level of human capital that can be seen to be optimal so that redundancy and under utilization would not be encouraged.

Chijindu, Ibeh, and Emerole (2016) examined the effect of human capital development programmes in optimizing employee productivity in Abia State. The research adopted survey research design, primary and secondary data was used, and questionnaire and oral interview was used in eliciting information from the respondents. The Population of the study consist of three hundred and fifty seven (357) employees of the organisation, using Taro Yemen formula the sample size was deduce to be one hundred and eight nine (189), and simple random sampling technique was used to select the respondents. Descriptive statistics and Logistic Regression analysis was used to analyze the data obtained with the aid of SPSS version 20. The analysis was based on one hundred and sixty five (165) questionnaire well filed and returned. The major findings revealed that human capital development programmes employed in Abia State House of Assembly includes: Training, Seminar, Workshop, and Skill Acquisition. With regards to the relationship between the human capital development programmes employed in Abia State House of Assembly and the productivity of their employees, Logistic Regression result revealed that: training, seminars, workshops and skill acquisition are the human capital development programmes that are significantly related to the productivity of employees. The researcher concluded that training, seminars, workshops, skill acquisition enhances employees productivity when effectively and efficiently implemented and sustained, and thus, recommends that government should live up to their responsibility by adequately funding Abia State House of Assembly to enable them sustain the human capital development programmes in the organisation.

Odhong, Were and Omolo (2014) examine the effect of human capital management drivers on organizational productivity in Kenya. The study adopted a case study research design and stratified random sampling. Qualitative and quantitative technique of data analysis was used. The study concludes that it is possible to use human capital management drivers to benchmark organizational capabilities, identify human capital management strengths and weakness, and link improvements in specific human capital management practices with improvements in organizational productivity and obtain sustainable competitive edge.

Mehmet, Aminu and Abdurrahim (2014) examined the relationships between organizational learning and organizational performance in Nigeria banking sector. A survey research method with statistical treatment was conducted in this study. To test the model, except demographic variables, a 21-items questionnaire was conducted using random sampling method to the employees of various banks in Nigeria. A total of 203 completed questionnaires wereevaluatedfor analysis. The data analysis revealed that there is a positive relationship between organizational learning and organizational performance. The findings of the study indicated that, there is a relationship between organizational learning and organizational performance. According to demographic variables, bank managers have higher learning perception than other employees. The study offers practical suggestions of how management can improve organizational performance by improving the organizational learning of the organization. Survey was not all-inclusive to contain all potential bank employees in Nigeria.

On a final note, Saloni,(2017) studied Employee Engagement becoming an area of emergent concern in the literature, the purpose of the study is to have deep analysis of the relationship between Employee Engagement and Organizational Performance and its outcomes. A quantitative approach was used. Data for this study were collected from private banks via questionnaire. Participants were selected by convenient sampling method and in total 150 respondents completed the questionnaire. The results were in positive direction and fulfilled the study aims of the current study. The model extracted on the basis of review of literature has revealed the existence positive relationship between Employee Engagement and Organizational performance. Which is further, validate through Structure equation modeling.

G: Methodology

This section presents the scientific and analytical framework for the study. This involves the approach and methodology adopted and used for the study. The research design adopted and the processes used in conducting the research are also presented and discussed. The researcher adopted survey research design. This approach is a research design that studies people or objects, their attitudes, belief system, opinions and other behavioral manifestations.

Areas of Study

This work was carried out in South East Nigeria. South-East is a geopolitical bloc in Nigeria made up of five states. The states include Anambra, Enugu, Imo, Abia and Ebonyi. Two manufacturing firms were selected from each of the states that make up the region were studied. These manufacturing firms were selected from the industrial hubs and major cities in the respective states. Only the management and employees of the manufacturing firms were examined.

Population

Population of the study can be defined in very specific terms to include only those units with characteristics that are relevant to the problem (Zikmund, 2003). Therefore, the population of the study comprise of all the selected manufacturing firms in South East geopolitical zone in Nigeria. Owing to the large number manufacturing firms in the study area, the researcher decided to study the employee of ten selected manufacturing firms two from each of the state that made the study area. The population of the employees and management of the selected manufacturing firms is five hundred and forty seven.

Sample Size

To ensure a clear account for determination of sample size, the statistical formula devised by Taro Yamane (1964) was employed. The formular state thus:

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

Where n = Sample size
N = Population of study
e = Margin of error, and in this case = 0.05
1 = constant value
N.B. Target population of manufacturing firms 1298
Substituting into formula gives

$$n = \frac{1298.}{1 + 1298\,(0.05)^2}$$

$$n = \frac{1298}{1 + 1298\,(0.0025)}$$

$$n = \frac{1296}{1 + 3.3}$$

$$n = \frac{1298}{4.3}$$

n = 3018.8
The sample size is approximately 302

Method of Data Analysis

The need to enhance easy comprehension and analysis prompted the use of the frequency distribution table to present the data gathered. Simple percentage analysis was employed to answer the research questions. Multiple regression analysis was conducted to assess the relative predictive power of the independent variables on the dependent variable. The statistical package for social sciences (SPSS) version 21 was employed to test the hypotheses.

H: Data Presentation and Analysis

In this chapter, the data generated from the questionnaire distributed to the employees of the selected manufacturing firms were presented and analyzed. A total of three hundred and two (302) copies of questionnaire were distributed to the employees of the selected manufacturing firms. A total of two hundred and nineteen (250) copies were retrieved from the respondents, out of which two hundred and six (206) copies were properly filled and found usable for the study. The 21 copies were not properly filled while the remaining thirty one copies were misplaced by the respondents. This gives a response rate of 82.4 percent. Therefore, the analyses presented below were based on the two hundred and six relevant copies.

Presentation of Data relevant to the Research Questions

Table 1 Respondents Views on Effect of Training and Development on Organizational Productivity

Statements	**SA (%)**	**A (%)**	**UD(%)**	**D (%)**	**SD (%)**
Training and development enhances organizational productivity	103 (50%)	72 (35%)	6 (3%)	11 (5%)	14 (7%)
Effective employee training and development leads to an increase in quality goods and services	76 (37%)	87 (42%)	13 (6%)	21 (10%)	9 (5%)
investment perspective of human resource management view training and development is an opportunity to increase long-term productivity	92 (45%)	64 (31%)	16 (8%)	20 (10%)	14 (6%)
Training and development reduce the involuntary turnover of employees who are terminated because of skills deficiencies and may provide a means of preventing skills obsolescence	83 (40%)	76 (37%)	11 (5%)	16 (8%)	20 (10%)
Effective training and development programmes allow management to maintain a workforce that can adequately replace employees who may leave the company or who are moved to other areas.	56 (27%)	65 (32%)	25 (12%)	33 (16%)	27 (13%)
Training and development allows for employees to cope with newly developed technology, and ensures that adequate human resources are available for expansion into new areas	67 (33%)	103 (50%)	13 (6%)	13 (6%)	10 (5%)

Source: Field Survey, 2019.

Table 1 above shows that 50% of the respondents strongly agreed Training and development enhances organizational productivity, 35% of the respondents agreed, 3% of the respondents were undecided, 5% of the respondents disagreed while the remaining 7% of the respondents strongly disagreed. Also, 37% of the respondents strongly agreed that effective employee training and development leads to an increase in quality goods and services, 42% of the respondents agreed, 6% of the respondents were undecided, 10% of the respondents disagreed while 5% of the respondents strongly disagreed.

A higher proportion of the respondents (45%) strongly agreed training and development reduce the involuntary turnover of employees who are terminated because of skills deficiencies and may provide a means of preventing skills obsolescence, 31% of the respondents agreed, 8% of the respondents were undecided, 10% of the respondents disagreed while 6% of the respondents strongly disagreed. Table 1 also revealed that 40% of the respondents strongly agreed that training and development reduce the involuntary turnover of employees who are terminated because of skills deficiencies and may provide a means of preventing skills obsolescence, 37% of the respondents agreed, 5% of the respondents were undecided, 8% of the respondents disagreed while 10% of the respondents strongly disagreed.

The table further revealed that 27% of the respondents strongly agreed effective training and development programmes allow management to maintain a workforce that can adequately replace employees who may leave the company or who are moved to other areas., 32% of the respondents agreed, 12% of the respondents were undecided, 16% of the respondents disagreed while the remaining 13% of the respondents strongly disagreed with the assertion. Also, 33% of the respondents strongly agreed training and development allows for employees to cope with newly developed technology, and ensures that adequate human resources are available for expansion into new areas, 50% of the respondents agreed, 6% of the respondents were undecided, 6% of the respondents disagreed while the remaining 5% strongly disagreed.

Table 2 Respondents Views on Effect of Employee Empowerment on Organizational Productivity

Statements	SA (%)	A (%)	UD (%)	D (%)	SD (%)
Employee empowerment helps to improve customer services and organizational productivity	93 (45%)	48 (23%)	14 (7%)	30 (15%)	21 (10%)
Empowerment program is designed to delegate power, authority by managers to their subordinates and share responsibility with them in other to improve organizational productivity	103 (50%)	67 (33%)	12 (6%)	14 (7%)	10 (4%)
Employee empowerment creates motivation and energy in workforce to do their work efficiently and effectively	78 (38%)	74 (36%)	18 (9%)	23 (11%)	13 (6%)
Employee empowerment provide potential to increase in business sales and organizational productivity	67 (33%)	83 (40%)	10 (4%)	20 (10%)	26 (13%)
Employee empowerment serves as effective tools for better communication with consumers and management	71 (35%)	69 (33%)	17 (8%)	27 (13%)	22 (11%)
Employee empowerment enhances the quality of a firm’s services to customers and attract new customers	59 (29%)	81 (39%)	21 (10%)	23 (11%)	22 (11%)

Source: Field Survey, 2019.

Table 2 above indicated that 45% of the respondents strongly agreed that employee empowerment helps to improve customer services and organizational productivity, 23% of the respondents agreed, 7% of the respondents were undecided, 15% of the respondents disagreed with 10% of the respondents strongly disagreed. A higher proportion of the respondents (50%) strongly agreed that employee empowerment program is designed to delegate power, authority by managers to their subordinates and share responsibility with them in other to improve organizational productivity, 33% of the respondents agreed, 6% of the respondents were undecided, 7% of the respondents disagreed while 4% of the respondents strongly disagreed.

The table also shows that 38% of the respondents strongly agreed employee empowerment creates motivation and energy in workforce to do their work efficiently and effectively, 36% of the respondents agreed, 9% of the respondents were undecided, 11% of the respondents disagreed while 6% of the respondents strongly disagreed. Furthermore, 33% of the respondents strongly agreed that employee empowerment provide potential to increase in business sales and organizational productivity, 40% of the respondents agreed, 4% of the respondents were undecided, 10% of the respondents disagreed while 13% of the respondents strongly disagreed with the assertion.

A higher proportion of the respondents 35% strongly agreed that employee empowerment serves as effective tools for better communication with consumers and management, 33% of the respondents agreed, 8% of the respondents were undecided, 13% of the respondents disagreed while 11% of the respondents strongly disagreed with the assertion. Finally, 29% of the respondents strongly agreed that employee empowerment enhances the quality of a firm’s services to customers and attract new customers, 39% of the respondents agreed, 10% of the respondents were undecided, 11% of the respondents disagreed while the remaining 11% strongly disagreed.

I: Test of Hypotheses

Here, the hypotheses formulation in chapter one of this study is tested for acceptance or rejection. This was done using multiple regression analysis. The coefficients of the multiple regression analysis are presented in the table below.

Table 4 Coefficients of the Multiple Regression

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
	(Constant)	18.146	2.370		7.655	.000
	TD	.196	.056	.120	2.714	.008
1	ED	.205	.066	.217	3.120	.002
	KA	.248	.055	.252	2.152	.009
	LC	.025	.060	.028	-0.409	.683

Source: SPSS Version 21.0

Based on the t-statistics of 2.714 and probability value of 0.008 in table 4.6, TD (Training and development) Training and development found to have significant influence on organizational productivity. Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted. We then conclude training and development has a significant positive influence on organizational productivity

J: Discussion of Findings

This study examined the effect human capital development organizational productivity in South East Nigeria. The data generated were subjected to descriptive statistics and multiple regression analysis. It was discovered that training and development have significant influence on organizational productivity. This Findings tellies with Umezuruike, (2009) that affirm training and retraining of staff to be backbone of sustainability and growth in the banking sub- sector. This also corresponds with the findings of Agha, (2014) who revealed that that the organizational productivity is relatively associated to her promotion of on-the-job training, formal education and employee participation in seminars as strategies of human capital development for her employee and concludes that firms in South East, Nigeria can attain significant improvement in their productivity levels if effort is made to develop human capital through the strategies of on-the-job training, formal education, and participation in seminars and workshops. Udu and Ewans (2016) found that there is a positive relationship between on-the job training and quality of employee job productivity. This was shown by a positive correlation coefficient and the result on the second objective shows a positive relationship between off the job training and worker efficiency.

K: Conclusion and Recommendations

This work examined the effect of human capital development and employee productivity, in selected manufacturing firms, South East, Nigeria. From the analysis it was discovered that Training and development has a significant positive influence on organizational productivity. Employee engagement has a significant positive effect on organizational productivity. Knowledge accessibility has a positive significant influence organizational productivity. Learning capacity does not have significant negative effect on organizational productivity

Based on the findings of this study, the following recommendations are made Based on the finding, the following recommendations were made. The recommendations was properly adhered would be designed to enhance the effect of human capital development on organization productivity. These recommendations are:

1. Employer should have compulsory training programmes for all employees in order to improve the knowledge and understanding of annual business strategy and objectives to improve organizational productivity.
2. Organization and employees are both dependent on each other to fulfill their goals and objectives. Therefore, employee engagement should not be understood as a one-time exercise but it should be integrated in the culture of the work place and embedded in its policies and procedures. Employee engagement needs to be part and parcel of the business DNA in any success story. It needs to be culturally fit and linked to the core tenants of business like as, values and managerial philosophy.

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