

Influence of Training and Personnel Development on Organizational Productivity of Manufacturing Firms: Perspective Study of Business Management Academics

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Abstract: *This study examined the impact of training and personnel development on organizational productivity of manufacturing firms using evidence from selected business management academics. This study adopted a descriptive survey research design. The sample size of the study was fifty-eight (58) experts in business management who responded to the online structured questionnaire. The closed-ended questionnaire used the five-point Likert Scale. Cronbach's alpha was deployed to test the reliability of the research instrument. Descriptive statistics was conducted using frequency counts, percentages and mean while Spearman Ranked Order Correlation Coefficient was used to determine the relationship between the variables. The findings showed that: on-the-job training significantly enhances firm effectiveness ($\rho = 0.699$, p -value = 0.000); off-the-job training significantly improves firm effectiveness ($\rho = 0.357$, p -value = 0.010); personnel development significantly contributes to firm effectiveness ($\rho = 0.533$, p -value = 0.000). It was recommended that staff of manufacturing firms should endeavour to take an optimal advantage of the human capital development programmes of their organisations in order to enable them improve their individual carrier paths and prospects while contributing positively to the growth of the firm.*

Keywords: Training, Personnel development, Organizational productivity, Firm Effectiveness, Manufacturing Firms, Business management Academics

1.0 Introduction

Research on the relevance of employee training and personnel development to organisations is informed by the notion that every organization relies heavily on its workforce to achieve the goals of the organisations effectively. Optimal productivity in organizations cannot be divorced from employee training and personnel development because of their critical place in enhancing firm success, effectiveness and corporate growth (Halake & Ombui, 2022). Research in this area gathered more momentum especially now that labour market is not only expanding but also changing rapidly together with technology (Amin, 2022). Organizations that really want to survive engage in proper training and development of their workforce in order to keep the organization viable and competitive amidst the dynamism in business environment, methods of production and changes in consumer taste (Chukwu & Anele, 2022). Thus, many academic studies were initiated in the past with the aim of uncovering the extent to which employee training and personnel development are associated with the productivity of organizations across the globe (Igu dia, 2022; Pepple, Orumbie & Wilcox, 2022). More importantly, employee training and personnel development are more needed in manufacturing firms whose survival and growth depend on the ability to produce superior products and deliver higher quality of service (Oladipo & Adebayo, 2021; Ofuoma, Aniekwe, Edeme & Okotie, 2021).

Ultimately, training implies a purposefully organized programme of activities where designated people are made to undergo, learn and acquire specialized skills and knowledge (Goswami & Saha, 2021). The essence of such deliberately organized programme of activities is to enable the trainee to advance her or his performance by applying the learnt skills and knowledge to his or her role in the workplace. Formal schools impart insufficient knowledge and skills required to perform specialized tasks within various organisations. It is for this reason that specific trainings, either on-the-job or off-the-job, are given to people to meet up with such specialized knowledge and skills. Personnel development involves continuously learning new things, applying new knowledge and taking advantage of opportunities to improve in staff's future career path (Patrick, 2022). The workforce of highly productive organization carry out their task in a way that achieves or fulfils the goals and objectives of the organization at the end of a given time period.

Employee training and personnel development virtually boost the capabilities, fitness and skills of employees so that they can possess the necessary competence to handle complex and simple workplace situations in order to perform their job better. The central idea that underlies training and personnel development in the manufacturing sector is how best to keep the workforce current, up-to-speed, vibrant and versatile so that they can continuously perform their various roles effectively (Nmadu, Abu, Idonije & Isah, 2021) especially in this era of technological changes, dynamic business environment and changes in customer tastes and demand. Thus, employee training is a basic precondition for employees to add value to an organization since this fosters employee's effectiveness and improves employee's commitment and satisfaction.

However, in today's manufacturing business climate, intense business competition across the industry especially as a result of changes in technology, consumer tastes and technique of production has not only adversely affected profit earnings of organisations but has also abruptly affected organizations that take for granted the need for employee training and personnel development (Patrick, 2022). Management of manufacturing firms that lack the willingness to invest in employee training and personnel development programs create a cycle where poor training of employees and the consequential lack of motivation and reduced commitment of employees is never-ending (Osewe & Gindicha, 2021). In addition, organizational productivity of manufacturing firms is threatened more when firms fail to give their employees an effective on-the-job and off-the-job training for the fear of the cost implication of sound employees training or for fear that the employee may leave the organization after being well trained.

As a consequence, inadequacy in employee training and personnel development gives rise to reduced profits earnings as a result of decline in earnings power, increase in cost of operation, reduced sales levels, and drop in organizational growth (Magaji, Ogundiwin & Babatope, 2021). This is because inadequately trained employees cannot adapt to the numerous changes in external and internal organizational environments given the new processes, procedures, technologies, and systems that keep on surfacing often. Manufacturing firms that have poor training culture invariably incur many losses as a result of the wastages arising from mistakes of workers who lack the specific skills and competence required to perform their jobs effectively.

The researchers that studied similar subject in the past such as Halake and Ombui (2022); Igudia (2022); Patrick (2022); Amin (2022); Chukwu and Anele (2022); Osewe and Gindicha (2021); Oladipo and Adebayo (2021); Ohanyere, Ngige and Jacobs (2021); Nmadu, Abu, Idonije and Isah (2021); Manoj and Ajay (2021); Magaji, Ogundiwin and Babatope (2021); Kumaran (2021); Ofuoma, Aniekwe, Edeme and Okotie (2021); Kinyamu, Nkaabu and Moguche (2021); Porbari and Barinem (2021); Zainul (2020); Nnanna (2020); Kimanthi (2020); Opusunju, Jiya and Murat (2019); Maitai and Ngari (2019); Karim, Musfiq and Wasib (2019); Gadi and Lauko (2019); Ebong, Nte and Obot (2019); Butali and Njoroge (2019); Mohsin and Ngui (2019); et cetera did not derive their evidence specifically from business management academics in South Eastern Nigeria. This gap in knowledge makes the conduct of this study worthwhile.

The study broadly examines the influence of training and personnel development on organizational productivity of manufacturing firms. The specific objectives of the study include:

1. To determine the extent to which on-the-job training enhances firm effectiveness.
2. To examine the degree to which off-the-job training improves firm effectiveness.
3. To ascertain the extent to which personnel development contributes to firm effectiveness.

2.0 Review of Related Literature

2.1 Conceptual Issues

2.1.1 Training

Employee training can be seen as the systematic acquisition of the knowledge, skills, and attitudes required by employees to either adequately perform a task or to improve their performance in the workplace (Igudia, 2022). It is a process whereby organizational staff are taught how best to perform their current jobs by helping them acquire the knowledge and skills they need to be effective in carrying out their assigned tasks (Halake & Ombui, 2022). Training is imperative to improve the employees' output which will eventually influence the organization performance and effectiveness (Ohanyere, Ngige & Jacobs, 2021). The concept of employee training entails the sets of activities that help an employee acquire skills for a present job. Employee training refers to a planned process that facilitates employee learning of the job in order for them to be effective in performing their work. It is a systematic process of knowledge, skills and attitudes enhancement that yields a satisfactory employee job performance (Chukwu & Anele, 2022).

Employee training means a planned set of activities by organisations for imparting skills and knowledge to their workforce which can lead to a growth in job skills (Patrick, 2022). Training and development of staff undoubtedly leads to better productivity through improved technical and managerial skills and better morale within the workforce (Zainul, 2020). Kimanthi (2020) viewed employee training as the continuous and the systematic process by which all levels of employees learn more knowledge, skills and attitudes which contribute to their welfare and that of the company. Training, being a predesigned structured process of imparting skills and knowledge on employees, shapes employees' behaviour in the desired manner toward accomplishing a specific activity or a set organizational goal (Nmadu, Abu, Idonije and Isah (2021). The need for employees to improve their knowledge, skills and competence while on the job is even more critical now in manufacturing firms than ever before. Employees in manufacturing firms need to be kept abreast of the time and the trends of knowledge development in their industry so as not to become obsolete and made

redundant as a result of technological changes and dynamic business environment. Some of the most glaring ways by which employee training serves organizational needs are by enhancing employee job satisfaction (Kumaran, 2021), optimizing their skills, talent and effectiveness in task accomplishment.

2.1.2 On-the-Job Training

On-the-job training is the type of training that occurs within the organization, to make better use of various equipment, documents and materials that are needed to enhance employee learning process. It is the most common technique for attaining employee development in various organizational levels because it allows employees to practically learn what to do in the workplace (Oladijo & Adebayo, 2021). On-the-job training is a time-saving, cost effective and a useful method for developing as well as practising specific work-related skills required by the organization such as technical, managerial, administrative, manual and leadership towards enhancing organizational competitiveness (Odhiambo, 2018).

On-the-job training enhances employee ability to discharge their duties hence better organizational performance in relation to human resource utilization to attain objectives (Mohsin & Ngui, 2019). The primary aim of this type of training is to allow the employees familiarize with their normal working conditions such as use of processes, machinery, and equipment that will be used routinely (Nnanna, 2020). This training helps the employees figure out how to confront the difficulties that may occur during the execution of the job and facilitates employees' ability in learning by doing (Opusunju, Jiya & Murat, 2019).

On-the-job training is concerned with the teaching of the specific skills and knowledge concerned with skills required on the job and also encourages learning by doing (Porbari & Barinem, 2021). It provides a step-by-step learning process through which an employee is shown how to perform certain tasks and he/she can undertake such task with close monitoring or supervision. On-the-job training programs are delivered using job instruction, job rotation (Gadi & Lauko, 2019), apprenticeship and induction training.

2.1.3 Off-the-Job Training

Off-the-job training is a training held separately outside the workplace (Amin, 2022). Off-the-job training focuses on long-term development and learning aimed at producing a superior workforce that have all the requisite skills needed by their firms. Off-the-job training is a form of employee training that usually occurs outside the organization. This sort of training involves engaging an external training expert, consultant, training establishments to train either new or old employees on the recent way to perform their work with ease (Abomeh & Peace, 2015) which is highly related to the theoretical knowledge and aspect of work, mostly undertaken in classrooms.

Off-the-job training is a method of training done at an organized off-site, over an agreed period of time (Nnanna, 2020). This method of training at a different site provides employees with a change of scenery which most times positive contributes to the success of the training process. Off-the-job training is advantageous because it enables employees have full concentration and are trained by qualified external personnel who delivers either of programmed instructions, classroom lectures, workshops, seminars, conferences and vestibule trainings (Adamu, Danjuma & Gana, 2022).

2.1.4 Personnel Development

Personnel development is an activity that is staff-directed to help employees acquire modern skills and knowledge for the progress of a future job requirements (Adamu, Danjuma & Gana, 2022). Personnel development involves the act of building the competence of an employee towards meeting standard level of performance in the future. It emphasize on personnel growth of employees on a long-term basis to address a job requirement in the future. Personnel development involves continuously learning new things, applying new knowledge and taking advantage of opportunities to improve in staff's future career path.

Personnel development encompasses all formal and other learning by which employees develop their skills, acquire and improve their professional knowledge and qualifications according to their own needs and organisational needs (Baek-Kyoo, Sohee & Suhjung, 2020). It is part of a lifelong learning perspective, as well as basic education, which prepares employees to acquire the basics and methods that will help them continue gaining skills and knowledge for their future career prospects. Continuous personnel development boosts employees' inspiration, confidence, certainty and standards of general conduct while improves employees' fulfillment towards their respective job activities (Uranta & Konya, 2020).

Personnel development programs are therefore fundamental pillars of organizational growth strategy, improving productivity, and maximizing corporate profits (Cernătescu, Ploscaru & Cazacu, 2020). In the views of Nnanna (2020) and Omosa, Onyango and Onditi (2018), customer service, efficiency, quality, employee retention and development remain some of the topmost reasons that drive the implementation of personnel development programs in organizations as a means to influence staff competence.

2.1.5 Organizational Productivity

Productivity in a way means the relative measure of the effectiveness of a person, machine, factory, system, etc., in converting inputs into useful outputs (Uranta & Konya, 2020). Productivity of an organization shows the extent to which the organisations activates or manipulates its productive assets such as human, financial, physical and capital resources for the purpose of achieving a set organizational goals (Igudia, 2022). Organizational productivity is the capacity to deliver a work-related task in accordance with a specified predetermined standard. A productive organization completes its tasks with utmost timeliness and quality. Organizational productivity can be evaluated using the quality of job done, quantity of job done, and the cost of resources used to undertake such job.

Conceptualizing organizational productivity with effectiveness-efficiency merger, Opusunju, Jiya and Murat (2019) defined organizational productivity as the ability to attain the desired outcomes by using as minimal resources as possible. In other words, organizational productivity can be reduced to firm effectiveness, efficiency, profitability, etc. (Nworie & Oguejiofor, 2023). However, the present study measures organizational productivity using firm effectiveness. Productivity in organizations is achieved through the utilization of various organizational inputs/ resources (money, machines, methods, materials). Organizationally productivity can be conceptualized as the effectiveness with which tasks are being delivered in an organization (Yogeswary & Nur, 2020). It is quantitatively the measure of the output per unit of input which denotes the ableness of an organization to gainfully turn resource inputs into outputs.

2.1.5.1 Firm Effectiveness

The most famous conceptualization of firm effectiveness was given by Stoner (1996) that firm effectiveness is the capacity of its workers to meet the ideal goals or target. Firm effectiveness refers to the ability of the employees to achieve goals that were set by the organization. It is simply an employee's capability to achieve the basic objectives set. Therefore, an effective firm is a firm that accomplishes set objectives or estimated outcomes. This is entirely built on the measure of how well staff productivity levels meet set goals and objectives of the organization. Therefore employees are only effective when they are able to achieve desired results that agree with organizational goals and objectives (Uranta & Konya, 2020).

Effectiveness of a firm is the bedrock of the firm's organizational growth strategy, productivity and corporate profits maximization. Growth in firms is a direct response towards the degree to which the set objectives of a firm are accomplished. Firm effectiveness is all about the extent to which firm employees assiduously discharge their duties (Mohsin & Ngui, 2019). It often crosses to the degree of loyalty of an employee to the organizational course of attaining higher corporate results. Therefore, integrating the adequate manpower training programmes into the firm strategy gets firms and their employees equipped to compete effectively in business by offering high quality services within minimum time (Samwel, 2018).

Firm effectiveness is a measure of the achieved results against the set targets or plans. It is the record of outcomes achieved for each job function during a specific period time (Odhiambo, 2018). The issue of firm effectiveness rotates around four primary methodologies: system resource, the goal, the strategic constituency and the internal process which combinedly work towards realizing the goals of the organization. Employees in the organization are one of the system resource which drive other resources that contribute to the attainment of organization set goals (Pepple, Orumbie & Wilcox, 2022). The internal process of the firm has to set in a way that promotes adequate employee training programmes.

2.1.6 Development of Hypothesis

The primary purpose of employee training and personnel development is to enhance the knowledge, skills and abilities of the individual trainee to satisfy the current and future human capital and competency needs of the organisations. Appropriate employee training and personnel development programmes tend to improve employee effectiveness and consequently, organizational performance (Chukwu & Anele, 2022). Consequently, most manufacturing firms have realized the need for adequate manpower training and have as well found that to survive present-day competition and stay alive into a foreseeable future, they need to imbibe the strategy of sustainable staff training given the evolving knowledge-intensive and volatile markets that characterize today's business environment (Igudia, 2022). Organisations train their employees for several reasons one of which is to bridge the existing knowledge and skills gaps in order to increase the effectiveness and productivity level of the employees which ultimately would translate to the overall organisational productivity (Igudia, 2022).

Business that are yet to incorporate adequate employee training programmes in their corporate strategy risk operating at competitive disadvantage (Pepple, Orumbie & Wilcox, 2022). This is because such businesses will most certainly find it difficult to survive and to compete favorably amidst this highly competitive business world. Business owners and business policy makers must, as a matter of necessity, place priority on their organization members by ensuring that their workforce are trained and developed to better fit into the current demands in the market (Okunola, Ocheho & Akinselure, 2017). Thus, we hypothesise that:

1. On-the-job training significantly enhances firm effectiveness.
2. Off-the-job training significantly improves firm effectiveness.
3. Personnel development significantly contribute to firm effectiveness.

2.2 Theoretical Framework

Human Capital Theory

Schultz (1961) propounded Human Capital Theory which recognizes the human capital as one of the significant elements of organizational success. The theory observes that there are various types of capitals in a firm that work together in the attainment of firm objectives. Human Capital Theory is used to explain how training and education need to be treated as investment in the staff receiving it because it becomes part of the staff receiving it (Odhiambo, 2018). The theory is concerned with the extent of stock of knowledge possessed by a worker which distinguishes their performance from those of others. Human Capital Theory focuses on the skills, knowledge and capabilities that are possessed by workers in a given organization since the workforce are worth investing in as a form of capital (Maitai & Ngari, 2019).

The premise of Human Capital Theory is that developing employee skills makes them more productive. The investments made in employee training and personnel development boosts the productivity of the organization and ultimately contributes to total organizational performance (Abdullahi, Gwadabe & Ibrahim, 2018). In the long run, improved productivity leads to improved earnings, higher sales performance, more customer base and improved profitability (Kinyamu, Nkaabu & Moguche, 2021). Human capital in itself encompasses the combined intelligence, skills and expertise of workers. When these are well trained and developed, achievement of sustainable competitive advantage is made possible in the organization (Ohanyere, Ngige & Jacobs, 2021).

This theory is relevant to the present study because it posits that employee training essentially closes the skill and knowledge gap by bringing employees up-to-speed with the constant changes in technology, dynamic business environment and changes in customer tastes and demand. Thus, the widespread investment in human capital creates in the workforce loyalty, commitment and satisfaction which are requisite conditions for improved firm effectiveness (Ohanyere, Ngige & Jacobs, 2021). Therefore the Human Capital Theory underpins this study because of the postulation that employee training and personnel development programs at the work place equips the workforce with vital skill and knowledge which enable them to be vital assets that help boost not only the effectiveness but also the sustainability of an organization.

2.3 Empirical Review

Igudia (2022) examined the impact of employee training on organizational performance of small manufacturing firms in Edo state using a sample of 137 respondents. The result of the correlation analysis and Kolmogorov-Smirnov test showed that employee training significantly affects organizational performance.

Halake and Ombui (2022) ascertained the effect of staff training and development on employee performance in chartered Universities in Nairobi County using a sample of 220 respondents. The results of the regression and correlation analysis showed that there is a strong positive correlation between training, development and employee performance.

Patrick (2022) while examined the relationship between career development and organizational performance in Palmera Micro-Finance Bank Ltd, Uromi using 58 staff members and Spearman's Correlation statistical analysis found that employee training significantly influences employee's job satisfaction.

Amin (2022) examined the effect of training and development on executives' performance in Kulim-hi tech park Kulim, Kedah, Malaysia using a sample of 351 respondents and structural equation model which revealed that off-job training significantly relates to executives' performance but on-job training does not.

The study carried out by Chukwu and Anele (2022) to examine the impact of training on employee performance in Petrochemical firms in Nigeria using a sample of 350 respondents and Chi-square found that training of personnel impacts employee performance positively.

Osewe and Gindicha (2021) assessed the effect of training and development on employee job satisfaction in the Judiciary of Kenya using an explanatory cross-sectional survey of 2,684 respondents. The results of the correlational and regression analyses showed that training and development has positive correlation with employee satisfaction.

Oladipo and Adebayo (2021) examined the impact of on and off-Job training and Development on performance of Manufacturing Firms in Nigeria using a sample of 300 respondents. The regression analysis carried out showed that on and off-Job training and Development significantly affect firm performance.

Ohanyere, Ngige and Jacobs (2021) evaluated the effect of training on organizational performance of SMEs in Anambra state using 249 respondents. The regression results showed that employee training contributes significantly to firm performance.

Magaji, Ogundiwin and Babatope (2021) assessed the effect of training and compensation on firm profit of telecommunication companies in Nigeria using a sample respondents of 582. The Pearson Product Moment Correlation carried out showed that there is a weak, significant but positive relationship between training and firm profit.

Kumaran (2021) examined the impact of training and innovation on organizational performance of hotels in West Malaysia using a sample of 653 staff. Pearson's Correlations and structural equation models were deployed which showed that training and innovation significantly affect organizational performance.

The study carried out by Ofuoma, Aniekwe, Edeme and Okotie (2021) to examine the association between human capital development and organizational performance in the Aluminium Manufacturing firms in Asaba, Delta State, using a sample of 99 staff and multiple regression found that training and career development positively relate to organizational performance.

Kinyamu, Nkaabu and Moguche (2021) carried out a study that examined the impact of raining and compensation practices on employee performance in public universities in Kenya. Primary data were obtained from 176 respondents and analysed using regression analysis. It was found that workers' performance was significantly influenced by training practice.

Porbari and Barinem (2021) examine the impact of training and development on productivity of workers of Nigeria Agip Oil Company, Port Harcourt using a cross-sectional survey of 316 respondents. Chi-square (X^2) statistics conducted showed that on-the-job training and off-the-job training significantly influence the productivity of Nigeria Agip Oil Company.

Zainul (2020) studied the effect of training on employees' performance in commercial banks in Kenya using a sample of 80 employees. The spearman's ranked correlation and logit regression model deployed revealed that employees' performance is significantly influenced by training workshops.

Nnanna (2020) determined the effect of training on employee performance in Airtel Networks, Abuja using a survey of 145 employees. The result of the Chi-square analysis showed that training significantly affects employee performance in Airtel Networks, Abuja. Other studies reviewed were: Kimanthi (2020); Opusunju, Jiya and Murat (2019); Mитай and Ngari (2019); Karim, Musfiq and Wasib (2019); Gadi and Lauko (2019).

3.0 Methodology

This study adopted a descriptive survey research design, which according to Creswell and Creswell (2017) is appropriate in the creating a profile of the variables. This study used descriptive survey research design to assess the impact of employee training and personnel development on organizational productivity. This study collected primary data using online structured questionnaires administered on 60 business management academics out of which 58 responded. The closed-ended questions used the five-point Likert Scale ranging from 1-5: Strongly Agree = 5, Agree = 4, Undecided = 3, Disagree = 2, and Strongly Disagree = 1.

This study deployed internal consistency reliability to assess the reliability of the instrument. Cronbach alpha is the basic formula for determining the reliability based on internal consistency. The result of the reliability test is shown in Table 3.1.

Table 3.1 Reliability Test

Scale	Cronbach's Alpha
On-the-job training	0.84
Off-the-job training	0.77
Personnel Development	0.81
Firm Effectiveness	0.89

Source: Field Survey, December, 2022.

The test for reliability of research instrument was carried out using Cronbach's Alpha statistic which returned coefficient values of 0.84, 0.77, 0.81 and 0.89. A Coefficient ranging above 0.7 is recommended and indicate that the research instrument is reliable (Artanti et al., 2018; Tavakol & Dennick, 2011). Descriptive statistics was conducted using frequency counts, percentages and mean. Spearman Ranked Order Correlation Coefficient was used in order to determine the relationship between the proxies of employee

training and personnel development (on-the-job training, off-the-job training and personnel development) and the dependent variable (firm effectiveness). Spearman Correlation was preferred because the data collected for the variables were ranked in order

4.0 Data Analysis and Discussions

Analysis of Mean Scores for the Variables

The questionnaire items that measured the variables of study are analysed in **Table 4.1**.

Table 4.1 Mean Scores for On-the-Job Training

S/N	Statements About the Research Variable	SA	A	U	D	SD	Mean	Remark
1	On-the-job training enhances staff ability to discharge duties better	16	19	4	6	6	3.65	Accept
2	On-the-job training is time-saving and cost-effective	10	23	4	1	13	3.31	Accept
3	On-the-job training program encourages learning by doing	11	22	10	2	6	3.59	Accept
4	Off-the-job training builds staff competence towards meeting work expectations	18	12	5	5	11	3.41	Accept
5	Off-the-job training improves professional knowledge in line with the needs of the company	8	25	9	5	4	3.55	Accept
6	Off-the-job training bridges the existing knowledge and skills gaps in order to increase the productivity level of the employees	2	25	11	9	4	3.24	Accept
7	Firms that encourage employee coaching help their staff develop their skills	19	20	0	10	2	3.86	Accept
8	Allowing staff to work in different departments from time to time improves their skills	21	15	0	10	5	3.73	Accept
9	Employee development programs improves the level of staff efficiency	19	24	2	6	0	4.10	Accept
10	Well-trained staff often meet their work targets on time	18	18	0	10	5	3.67	Accept
11	Well-trained staff achieve results that agree with organizational objectives	5	30	6	2	8	3.43	Accept
12	Personnel development enables staff to optimally combine available resources	3	25	13	3	7	3.27	Accept

Source: Survey Findings, December 2022

The analysis of mean variables used in the study showed that all the statements were accepted since their mean values exceeded the threshold of 3.0. The midpoint of the responses is 3.0, indicating neither agree nor disagree. Therefore, any mean score greater than 3.0 implies acceptance. It was on this basis that the researcher concluded that the respondents, on average, responded positively to the statements about the research variables.

Test of Hypotheses

The responses on each of the variables were summated into one construct used in carrying out the Spearman Ranked Order Correlation analysis. The results of the analysis were used to validate the hypotheses accordingly at 5% level of significance.

Test of Hypothesis I

H₀₁: On-the-job training does not significantly enhance firm effectiveness.

Table 4.9 Correlation Result for Hypothesis I

	On-the-job Training	Firm Effectiveness
Spearman's rho	1.000	.699**
On-the-job Training Correlation Coefficient		
Sig. (2-tailed)	.	.000
N	51	51
Firm Effectiveness Correlation Coefficient	.699**	1.000
Sig. (2-tailed)	.000	.
N	51	51

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Survey Findings, 2022

Test of hypothesis I determined the extent to which on-the-job training enhances firm effectiveness. The result of the analysis showed a coefficient of correlation as $\rho = 0.699$, indicating that there is a strong association between on-the-job training and firm effectiveness. The result implied a positive relationship such that an increase in on-the-job training by a unit results in an increase in firm effectiveness by 0.699. The p -value of the test (0.000) means that the positive relationship between on-the-job training and firm effectiveness is significant at 5% level of significance. The alternate hypothesis was accepted because the p -value = 0.000 is less than 0.05. Conclusively, on-the-job training significantly enhances firm effectiveness ($\rho = 0.699$, p -value = 0.000).

Test of Hypothesis II

H₀₂: Off-the-job training does not significantly improve firm effectiveness.

Table 4.10 Correlation Result for Hypothesis II

			Off-the-job Training	Firm Effectiveness
Spearman's rho	Off-the-job Training	Correlation Coefficient	1.000	.357*
		Sig. (2-tailed)	.	.010
		N	51	51
	Firm Effectiveness	Correlation Coefficient	.357*	1.000
		Sig. (2-tailed)	.010	.
		N	51	51

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

Source: Survey Findings, 2022

Test of hypothesis II examined the degree to which off-the-job training improves firm effectiveness. The result of the analysis showed a coefficient of correlation as $\rho = 0.357$, indicating that there is a weak association between off-the-job training and firm effectiveness. The result implied a positive relationship such that an increase in off-the-job training by a unit results in an increase in firm effectiveness by 0.357. The p -value of the test (0.010) means that the positive relationship between off-the-job training and firm effectiveness is significant at 5% level of significance. The alternate hypothesis was accepted because the p -value = 0.010 is less than 0.05. Conclusively, Off-the-job training significantly improves firm effectiveness ($\rho = 0.357$, p -value = 0.010).

Test of Hypothesis III

H₀₃: Personnel development does not significantly contribute to firm effectiveness.

Table 4.11 Correlation Result for Hypothesis III

			Personnel Development	Firm Effectiveness
Spearman's rho	Personnel Development	Correlation Coefficient	1.000	.533**
		Sig. (2-tailed)	.	.000
		N	51	51
	Firm Effectiveness	Correlation Coefficient	.533**	1.000
		Sig. (2-tailed)	.000	.
		N	51	51

** Correlation is significant at the 0.01 level (2-tailed).

Source: Survey Findings, 2022

Test of hypothesis III ascertained the extent to which personnel development contributes to firm effectiveness. The result of the analysis showed a coefficient of correlation as $\rho = 0.533$, indicating that there is a moderate association between personnel development and firm effectiveness. The result implied a positive relationship such that an increase in personnel development by a unit results in an increase in firm effectiveness by 0.533. The p -value of the test (0.010) means that the positive relationship between personnel development and firm effectiveness is significant at 5% level of significance. The alternate hypothesis was accepted because the p -value = 0.000 is less than 0.05. Conclusively, Personnel development significantly contributes to firm effectiveness ($\rho = 0.533$, p -value = 0.000).

Discussion

These findings are in agreement with the study conducted by Halake and Ombui (2022); Igudia (2022); Patrick (2022); Chukwu and Anele (2022); Osewe and Gindicha (2021); Oladipo and Adebayo (2021); Ohanyere, Ngige and Jacobs (2021); Nmadu, Abu, Idonije and Isah (2021); Manoj and Ajay (2021); Magaji, Ogundiwin and Babatope (2021) but contradicted the findings of Amin (2022) that found no significant relation between the variables. The findings of the study equally support the postulation of Human Capital Theory that employee training essentially closes the skill and knowledge gap by bringing employees up-to-speed with the constant changes in technology, dynamic business environment and changes in customer tastes and demand. Thus, the widespread investment in human capital creates in the workforce loyalty, commitment and satisfaction which are requisite conditions for improved firm effectiveness.

5.0 Conclusion and Recommendations

The primary purpose of employee training and personnel development is to improve the knowledge, skills and abilities of the individual trainee to satisfy the current and future human capital and competency needs of the organisations. Appropriate employee training and personnel development programmes tend to improve employee effectiveness and consequently, organizational performance. It is through employee these that organizational workforce are enabled to possess the appropriate knowledge and skills they need to perform their jobs effectively, adapt to changing work conditions and take on new responsibilities. In the long run, employee training directly helps improve quality, productivity, customer satisfaction management succession, morale, business development, profitability and overall organizational success. Thus, management of manufacturing firms that have the resources and the willingness to invest in employee training and personnel development programs build employee competences, enhance organizational effectiveness, and improve competitive advantage and business sustainability.

In the light of the findings of the study, the following recommendation are proffered to help management in making decisions with respect to employee training and personnel development.

1. Management should ensure there is regular and intensive skills set evaluation in the company in order to identify areas of deficiency that employees are to be trained on.
2. The methods of training employees in manufacturing firms should be in line with available resources, organizational culture, and organisational structure.
3. Staff of manufacturing firms should endeavour to take advantage of the human capital development programmes of their organisations in order to enable them improve their individual carrier paths and prospects while contributing positively to the growth of the firm.

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