

Training and Development Practices and Employees' Performance in Selected Manufacturing Companies in Nigeria

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ABSTRACT

Managing workforce diversity in manufacturing organisations has been a problem all over the world including Nigeria. Manufacturing organisations in Nigeria continue to experience occasional drop in performance due to employees' apathy and non-challant attitudes as a result of high level of dissatisfaction caused by inadequate attention to training and development practices. This study assessed the relationships between training and development practices and employees' performance in selected manufacturing companies in Nigeria. A cross sectional survey research design was employed, and out of the 1,568 copies of questionnaire that were administered proportionally in the selected manufacturing companies, 1,153 copies were retrieved and found useful. Data were analysed using descriptive statistics and the hypotheses were tested using Analysis of Variance (ANOVA). The results of the findings show f-statistics of 223.717 and so, there is a significant relationship between training and development practices and employees' performance among Nigerians working in the selected manufacturing companies. Also, f-statistics of 244.391 shows a significant relationship between training and development practices and employees' performance among other nationals in the selected MNCs. The study concluded that there are significant relationships between training and development practices and employees' performance in selected manufacturing MNCs in Nigeria.

Keywords-- Training and Development Practices, Performance, Manufacturing Companies

I. INTRODUCTION

Employees have been identified as the most valuable organizational resource both in the private and public sectors all over the world considering their contributions into accomplishing organisational set targets (Fatile, Afegbua, & Etim, 2020; Mudah, Rafiki & harahap 2014). Meanwhile, making employee to perform in their roles to the satisfaction of the organisation has often remain a big challenge among practicing managers, even though, organisations, through adequate motivational strategies have been trying to position them for greater

efficiency and competitiveness (Lee & Wu 2011). Employee performance is falling in most Nigerian organizations and this has been identified as a major setback to the country's industrialisation drive (Fatile, Afegbua, & Etim, 2020; Inuwa, 2016; Izuogu, Modo, & Onyekwere, 2018; Ogbulafor, 2011).

Employees' skill, knowledge, and expertise can further be sharpened by their exposure to adequate functional training and development sessions which have been reported to be the antidote to performance deficits and decrease in the productivity of organisations (Fatile, Afegbua, & Etim, 2020; Idubor & Osiamoje, 2013). Nowadays, majority of employees always feel dissatisfied and are fond of displaying non-challant and unperturbed attitudes and this has been derailing targets to the detriment of individual and group performance (Mowday, Porter and Steers, 2013). Employee job performance in manufacturing MNCs continues to dwindle as a result of perceived incidences of unfairness or bias in selection of training participants and inadequate employee development programmes signaling that training has been relegated to the background and does not really matter in the scheme of things (Adelere, 2017; Fatile, Afegbua, & Etim, 2020; Izuogu, Modo, & Onyekwere, 2018; Onyema, 2014).

Low productivity of employees occasioned by employee apathy caused by continued lack of attention on the benefits inherent in human resource management practices (especially employee training and development practices) has been reported in the literature (Adelere, 2017; Alase, Taiwo, & Ogbechi, 2020; Bayraktaroglu & Cickusic 2014; Ezejiofor, Nwakoby & Okoye, 2015; Ihionkhan and Aigbomian, 2014; Izuogu, Modo, & Onyekwere, 2018; Onyema, 2014). Moreso, Mahadevan & Yap (2019) suggested that future research should look into analyzing the relationship between training and development and organizational productivity and performance. Apart from this, Izuogu, Modo, & Onyekwere (2018) in their study suggested that future study should consider wider sample.

This study aims to determine whether or not there is relationship between the explanatory variable and the predictor variable and then fill all these gaps identified in literature.

II. LITERATURE REVIEW

Training and Development (TD) Practices

Training has been defined as “the formal and systematic change of behaviour as a result of learning which occurs through education, instruction, development and planned experience” (Armstrong, 2006). Training and development practices are unavoidable in the workplace so that employees can have a firm grasp of their roles or duties. Employees’ training refers to programmes that provide workers with required information, new skills, or professional development opportunities. Due to fast pace global and technological development, the firms are now facing new changes as well as challenges. Technological advancements have moulded the need of capabilities and competencies required to perform a particular task. Thus, to cope with these challenges, more improved and effective training programmes are required by all organisations. Effective training programmes assist in establishing total conducive learning session aimed at sensitizing the workforce and training them to withstand upcoming challenges more easily and in time (Elnaga & Imran, 2013).

Training can be on the job or off the job depending on the need in question. Appropriate training is required for various needs such as: to solve pertinent problems, to boost performance, and also for continuous development of human resources. The practice is one of the most important aspects of human resource management practice needed to keep organisations ahead of their competitors (Elnaga & Imran, 2013; Ibojo and Asabi 2014; Ihionkhan and Aigbomian, 2014; Onyeama, 2014). Training and development can advance the level of self-awareness of a person, enhance talent of an individual and enhance the motivation of an employee (Wexley & Latham, 2002). The activities of organisations have turned more knowledge-driven and as such, training and development now perform eternally supplementary significant functions to meet the educational desires of persons as well as tactical essentials of the organisation (Elnaga & Imran, 2013).

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Ihionkhan and Aigbomian, 2014; Onyeama, 2014). Training and development can advance the level of self-awareness of a person, enhance talent of an individual and enhance the motivation of an employee (Wexley & Latham, 2002). The activities of organisations have turned more knowledge-driven and as such, training and development now perform eternally supplementary significant functions to meet the educational desires of persons as well as tactical essentials of the organisation (Elnaga & Imran, 2013). Training is important in that it is an imperative tool for the organisation to revamp the performance of all the personnel for organisational growth and success.

Training benefits outweighs its shortcomings because through it an employee will become more efficient and productive if he is trained well. Firms can develop and enhance the quality of the current employees by providing comprehensive training and development. Training is essential not only to increase productivity but also to motivate and inspire workers by letting them know how important their jobs are and giving them all the information they need to perform those jobs. The general benefits received from employee training are: increased job satisfaction and morale, increased motivation, increased efficiencies in processes, resulting in financial gain, increased capacity to adopt new technologies and methods, increased innovation in strategies and products and reduced employee turnover.

Employee Performance

Performance is attained via objectives measured in terms of standards set by individual organisations (Richard, 2009). Performance measurement can be carried out through objective and subjective dimensions (Bhatti, Awan & Razaq 2013). Performance from the objective dimension considers financial and market-based measures, like capacity utilisation, profitability and market share. From the subjective dimension are customer and employee based measures, such as service quality, employee performance and customer satisfaction. However, observations have shown that financial performance employed by firms are falling short of expectations and so, the need to consider dimensions that take the human factor into consideration because of rapid changes such as increased product quality and movement of people and accelerated technologies across the globe (Moers, 2015). It is in view of this that this work considered employee performance from the angle of employees’ contributions to the ultimate goal of the organization occasioned by their exposures in the form of training and development.

Faiza, & Nazir (2015) defined employee performance as feedback gotten through attitudes demonstrating new skills acquired by the employee or the type of training the employee has acquired. Kinicki & Kreitner (2007) posit that employee performance

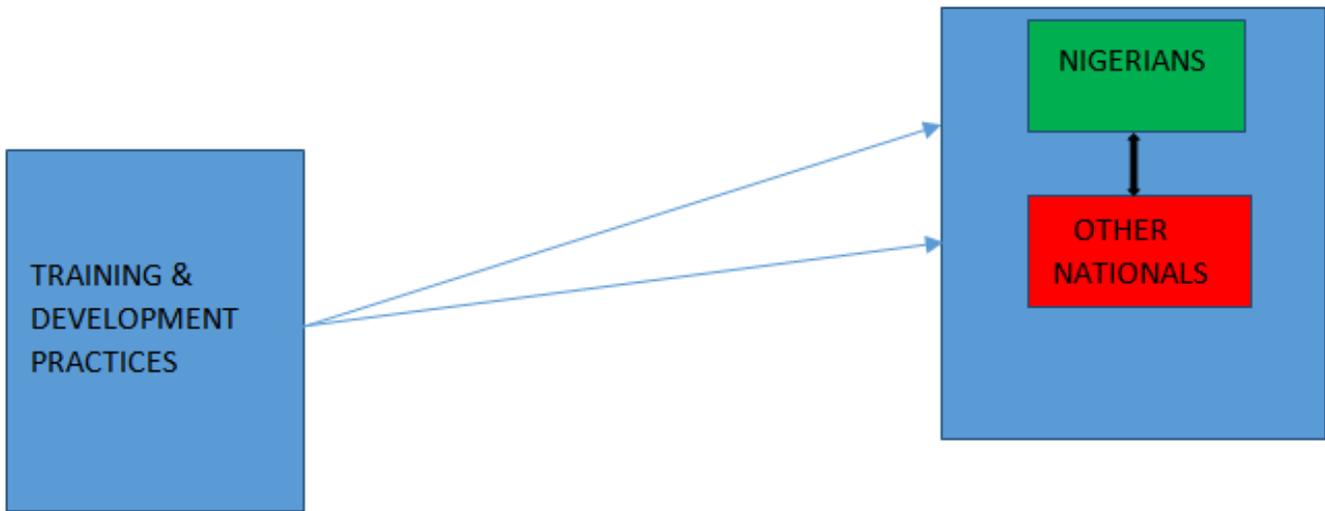
determinants are reflected in the level of happiness and satisfaction derived by employees on their different roles. This study, thus, defines employees’ performance as the positive difference made in the output and other set targets of organisations occasioned by the level of employees’ exposures.

Different empirical studies have found significant relationships between training and development practices and employee performance on one side and then, between

HRM practices and employee performance on the other (Elnaga & Imran, 2013; Ibojo & Asabi, 2014; Ihionkhan & Aigbomian, 2014; Izuogu, Modo, & Onyekwere, 2018; and Onyema, 2014); while others like Oladipo and Abdulkadir, (2011) and Alinno and Igwe (2017) found moderate relationships and no relationship between the explanatory and predictor variables respectively.

Conceptual Framework

Training and Development Practices Employees’ Performance



Researchers’ model (2020)

Theoretical Framework

The resource-based view of the firm upon which this study is hinged highlights that human capital is of high importance since they do fill gaps through adding values that are very rare, inimitable and non-substitutable (Barney, 1991). This is in support of the important roles individual employee play in organisations and thus, categorise them as peculiar and inevitable, and that they should be exposed to necessary skills and developmental sessions that will assist them in accomplishing set corporate goals and objectives, and thereby, boost his/her performance most especially in an international setting where diverse workforce abound. Unique offerings are a guarantee to sustainable competitive advantage and the human side of the organisations have been found to be relevant through enough exposures to necessary skills (Teeche, Pinsno, & Shuen, 1991)

III. METHODOLOGY

This study made use of cross-sectional survey design since it allowed responses to be elicited from staff of Nestle Foods Plc, Unilever Plc, Cadbury Plc,

GlaxoSmithKline Plc, International Breweries Plc and Guinness Nigeria Plc head offices through structured questionnaires. 1,568 copies of questionnaires were administered proportionally and 1,153 copies were retrieved and found useful for the study. Purposive sampling technique (maximum variation sampling method) which is a deliberate choice of participants considering their qualities (nationalities) was employed in this study (Etikan, Musa, & Alkassim, 2016). Data were analysed using descriptive and inferential (Anova) statistics. The population for this study consisted of all quoted food and beverages manufacturing multinational corporations in Nigeria (Osundina, 2014). The target population was six thousand, three hundred and fifty-six (6,356) (NSE Fact Book, 2020) full-time employees of the quoted food and beverages multinational corporations.

The questionnaire was pre-tested in one of the non-listed food and beverage multinational corporations – Wamco Campina (producer of peak milk) plc. This pilot test was carried out before the actual survey following slight modifications in the scale to ensure appropriate questions were asked along with its design, wordings and measurement scales. The measuring instrument yielded

satisfactory level of reliability (Nunnally & Bernstein, 1994).The human resource management practice policies and practice scale (HRMPPS)(Demo, Neva, Nune, & Rozzett, 2012) was used for training and development practices and it showed alpha coefficient of 80% same as the 80% threshold recommended by authors such as Nunally & Bernstein (1994).Employee performance was measured by an adopted instrument in the work of Liao, Lu, Huang& Chiang (2012). The 5-point Likert Scale ranged from Agree (A) to Strongly Disagree (SD) and with Cronbach Alpha of 0.90.The five items considered in the instrument are: (1). I understand the criteria of

performance review of my company. (2). I understand my work schedules and how to carry it out. (3). I am able to find solution to unexpected schedules on time. (4). I maintain good record of attendance in this company, and lastly, (5). I always carry out assigned duties effectively and efficiently.

Model Specification

The study adapted the linear regression model(Howell, 1992)and so, the determinants of training and development practices on employees’ performance in the MNCs manufacturing companies are given by:

$$EPerf_{.N} = f(TD)$$

$$EPerf_{.N} = \beta_0 + \beta_1TD + \mu_i \text{ -----(3.1)}$$

$$EPerf_{.ON} = f(TD)$$

$$EPerf_{.ON} = \beta_0 + \beta_1TD + \mu_i \text{ -----(3.2)}$$

Where: EPerf_{.N}= Employees’ performance of Nigerians; EPerf_{.ON} = Employees’ performance of other nationals and TD = Training and development; Equations 3.1 and 3.2 centred on employees’ performance among Nigerians and other nationals with respect to training and development practices.

representatives of International Brewery Plc., 325 respondents representing 28.2% were members of staff of Nestle Nig. Plc., and the remaining 162 representing 14.1% were members of staff of Glaxo Smithkline Plc. This implies that Nestle Nig. Plc. and Cadbury Nig. Plc. have the highest and the lowest number of staff representatives respectively. 965 respondents representing 83.7% were male participants and 188 representing 16.3% were female participants in the study. Also, 882 (76.5%) were Nigerians while 271 (23.5%) were non-Nigerians. This implies that food and beverage section of manufacturing industry have higher proportion of male staff than female staff. It also indicated that most of the employees are Nigerians while about 24% were Non-Nigerians in the context of this study.

IV. RESULTS AND INTERPRETATION

Demographic Analysis of Respondents

The analysis in Table 1 on Companies showed that out of the total respondents in the study, 96 respondents representing 8.3% were employees of Cadbury Nig. Plc., 191 respondents representing 16.6% were Guinness Nig. Plc’s employees, 182 (15.8%) were employees of Unilever Nig. Plc., 197 (17.1%) were

Table 1: Demographic Distribution of the Respondents

S/N	Demographic variable	Grouping	Frequency	Percent
1.	Companies	Cadbury Nig. Plc.	96	8.3
		Guinness Nig. Plc.	191	16.6
		Unilever Nig. Plc.	182	15.8
		International Brew. Plc	197	17.1
		Nestle Nig. Plc	325	28.2
		Glaxo Smithkline Plc	162	14.1
2.	Sex	Male	965	83.7
		Female	188	16.3
3.	Nationality	Nigerians	882	76.5
		Other Nationals	271	23.5
4.	Marital Status	Single	148	12.8
		Married	773	67.0
		Divorce	212	18.4
		Widowed	20	1.7

5.	Age	16-25	35	3.0
		26-35	137	11.9
		36-45	454	39.4
		46-55	509	44.1
		56 years and above	18	1.6
6.	Years of Experience	1-5	71	6.9
		6-10	121	10.5
		11-15	309	26.8
		16-20	469	40.7
		21 years and above	175	15.2
7.	Highest Educational Qualification	Primary	7	0.6
		Secondary	22	1.9
		Graduate	565	49.0
		Postgraduate	324	28.1
		Professional	235	20.4

Source: Field Survey (2020)

Test of Hypotheses

Ho₁: There is no significant relationship between Training and Development practices and employees’ performance of Nigerians in food and beverages manufacturing MNCs in Nigeria

The findings from the ANOVA in Table 2 helps in indicating the weakness or the strength of the model.

According to Bathke (2004), an insignificant F-test value indicates a weak regression model. From the findings obtained in Table 2, the F-test value is 223.717 with a significance value of 0.00 at 0.05 level of significance. Since the p-value 0.00 obtained was < 0.05, the F-test is significant hence, the conclusion that the regression model was a good fit.

Table 2: Analysis of Variance (ANOVA)

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	600.910	5	120.182	223.717	.000 ^b
	Residual	616.173	1147	.537		
	Total	1217.082	1152			

a. Dependent Variable: Employees’ performance for Nigerians

b. Predictor: (Constant), Training and Development

Source: Data Analysis ((2020)

The f – statistics of 223.717 thus shows that the model is statistically significant. It shows that there is a significant relationship between training and development practices and employees’ performance among Nigerians working in selected manufacturing MNCs in Nigeria.

Ho₂: There is no significant relationship between Training and Development practices and employees’ performance of other nationals in food and beverages manufacturing MNCs in Nigeria.

The findings from the ANOVA in Table 3 helps in indicating the weakness or the strength of the model. From the findings obtained in Table 3, the F-test value is 244.391 with a significance value of 0.00 at 0.05 level of significance. Since the p-value 0.00 obtained was < 0.05, the F-test is significant, hence, the conclusion that the regression model was a good fit.

Table 3: Analysis of Variance (ANOVA)

ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	707.666	5	141.533	244.391	.000^b
	Residual	664.259	1147	.579		
	Total	1371.925	1152			

a. Dependent Variable: Employees’ performance of other nationals in Nigeria

b. Predictor: (Constant), Training and Development.

Source: Data Analysis (2020)

The f-statistics of 244.391 thus shows that the model is statistically significant. It shows that there is a significant relationship between training and development practices and employees' performance among other nationals working in selected manufacturing MNCs in Nigeria.

Discussion of Findings

The test of research hypothesis, H_{01} shows that there is a significant relationship between training and development practices and employees' performance. The f-statistics of 223.717 shows that the model is statistically significant. It implies a significant relationship between training and development and employees' performance among Nigerians working in selected manufacturing MNCs in Nigeria. In the same vein, Hypothesis (H_{02}) reveals f-statistics of 244.391 shows that the model is statistically significant. It shows that there is significant relationship between training and development practices and employees' performance among other nationals working in selected manufacturing MNCs in Nigeria.

The findings corroborate the findings in the works of Bayraktaroglu & Cickusic (2014); Elnaga and Imran, (2013); Ibojo and Asabi (2014); Ihionkhan and Aigbomian (2014); Izuogu, Modo, & Onyekwere, (2018); Mahadevan & Yap (2019); Onyema (2014) all revealed strong and significant relationships between human resource management practices especially training and development practices and employee performance, while Oladipo and Abdulkadir, (2011) reported moderate influence of HRM practices on organisational performance and employees' job satisfaction and Riyadh, *et al.*, (2015) found that only HRM practices are not enough to achieve organisational performance. The individual control variables significantly affect employees' satisfaction of Nigerians and other nationals in Nigeria and this in effect means that the employees of studied MNCs have all adjusted and embraced the same style of socializing.

The implication arising from the result is that training and development practices as a result of learning, education, instruction, development and planned experience are an effective tool in enhancing employees' performance. This is because effective training programmes have a lot to do in constructing a more conducive learning environment for the workforce and training them to cope with the upcoming challenges more easily and in time. It is no news that employees who have no formal training and knowledge on the job will perform less and may not derive satisfaction from the job because everything he/she does will be faulty. The fact that the two models are statistically significant mean that human resource management practices constitute the bridges between the home-country policies and practices, and then the different cultures of work-force on their payrolls in subsidiary operations (Myloni, Harzing, & Mirza, 2004).

Bayraktaroglu & Cickusic (2014) revealed that there is a huge impact on employees' performance when it comes to the training programs.

V. CONCLUSIONS AND RECOMMENDATIONS

Training and development practices play essential and contributory roles in the improvement of employees' performance among Nigerians and other nationals working in manufacturing MNCs in Nigeria and give them more competitive edges over their competitors, which then leads to increase in productivity. A platform for regular and open-to-all training and development programmes devoid of subjective and bias determination of participants should be put in place to avoid employees' obsolescence because times and seasons change. This is necessary in order to enhance their skills and use of technology for faster employee job performance.

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