

EFFECT OF TRAINING AND DEVELOPMENT AND ORGANIZATIONAL PERFORMANCE OF MANUFACTURING FIRMS IN SOUTH-EAST, NIGERIA

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ABSTRACT

The study examined the effect of training and development and organizational performance of manufacturing firms in South-East, Nigeria. The specific objectives are to establish the effect of training and development on employee morale of manufacturing firms in South East, Nigeria and evaluate the effect of talent/skill management on improve value innovation of manufacturing firms in South-East, Nigeria. A survey research design was adopted. The researcher made use of primary and secondary sources of data. The population of this study was one thousand, six hundred and seventy six (1,676) obtained from the ten (10) selected manufacturing firms in South East, Nigeria. Therefore, the sample size of the selected manufacturing firms in South East, Nigeria was four hundred and forty two (442). A total of four hundred and forty two (442) copies of the questionnaire were distributed to manufacturing firms in South-East, Nigeria, nine one (91) copies of questionnaire were lost/wrongly filled with percentage ratio of 20.5% while three hundred and fifty one (351) copies of questionnaire were correctly filled and returned with percentage ratio of 79.4% which formed the basis of the study. A stratified sampling method was adopted. The researcher adopted both inferential and descriptive statistics to analyze the data for the study and in order to realize the objectives of the study; objectives were analyzed using Analysis of Variance (ANOVA). The findings of the study stated training and development have a significant effect on employee morale of manufacturing firms in South-East, Nigeria. Talent/skill management has a significant effect on value innovation of manufacturing firms in South-East, Nigeria. The study concludes that training and development and performance of manufacturing firms in South-East, Nigeria. The study recommended that Management should regularly have well planned; systematic and coordinated training and development programs and also ensure that there is adequate budget allocation to finance the implementation of training and development programs in the organization.

Keywords: *Training and Development, Talent/Skill Management, Value Innovation and Organizational Performance*

INTRODUCTION

Background to the Study

Investing in training and development is critical, as it is targeted at ensuring that the nation's human resources endowment is knowledgeable, skilled, productive and healthy to

enable the optimal exploitation of other resources to produce growth and development (Adeyemi & Ogunsola, 2016). Nevertheless, to build human capital in every organizations, managers must continue to develop superior knowledge, skills and experience within their workforce as staffing programmes focus on identifying; recruiting and hiring the best and the brightest talent available in achieving high market share profitably (Ejere, 2011). Training programmes complement these staffing practices to provide skills enhancement, particularly in areas that cannot be transferred to another company if an employee should leave in addition, employees need opportunities for development on the job. Hence, the most highly valued intelligence tends to be associated with competencies and capabilities that are learned from experience and not easily taught. Consequently, managers have to do a good job of providing developmental assignments to employees and being certain that job duties and requirements are flexible enough to allow for growth and learning (Marimuthu, Arokiasamy & Ismail, 2009).

Training and development on one hand will make all organizational resources to become the life blood of organization, because they will continuously surpass customers' expectations and compete favorably in this competitive business environment that is saturated with all kinds of technological advancement (Aboagye, & Benyebar, 2010). In the opinion of Hettiararchchi and Jayarathna, (2014), the most important asset of every organization is the human resource, because while other organizational resources, including materials and finance are in themselves idle, the human resource is the most active and of course the "activator" or "mobiliser" of other factors.

The effect of training and development could be an escape route for the manufacturing sector in Nigeria, strategically planning and positioning their internal productivity resources so they can thrive successfully in the global knowledge economy, manufacturing sector that are able to master the production of knowledge and its conversion to tradable goods and services are tope the chart of economic growth and success. Training and development can be characterized as the most common way of creating or potentially releasing human aptitude through an organization is advancement and improvement for motivation behind further enhancing performance. Most often, manufacturing firms are floated to achieve profit; this motive can be threatened with undeveloped human capital. This implies that these firms to some extent can only be profitable when their employees are seasoned, knowledgeable, skilled and professional in their activities (Worlu & Omodero, 2016; Ogbo, Ezeobi & Ituma, 2013). Therefore, in the manufacturing context, human capital development can be summed up as the total personnel cost which covers; expenditure on training, both off and on the job; salaries and wages; expenses on re-training and attending conferences/workshops for the purpose of staff development. Studies have been conducted on human capital development in both developed and developing countries (Sanyal & Hisam, 2016; Adeyemi, 2011; Aluko & Aluko, 2011). However, internal or specific impact of training and development on the performance of employees in the manufacturing perspective remains blurred, especially for the Nigerian firms. The study examined training and development and performance of manufacturing firms in South-East, Nigeria.

Statement of the Problem

Regrettably, many training programmes are delivered without prior assessment of their relevance and this reduces training to theoretical exercise and creates a gap between

organizational needs and what is offered. Prior identification and analysis of training needs enable the development of relevant programmes targeted at bridging existing capacity gaps of the organizational workforce that enable organizations resist the negative impacts of crises and adapt in ways that enable them stand in a dynamic and competitive environment. Thus, the issues of human asset development are not taken seriously by some organizations mainly some manufacturing firms in the South Eastern part of Nigeria because they failed to acknowledge the fact that business setting has become very active and as such only those organizations with the right and superior informational need in the business times can succeed with the right technological manpower to succeed in this modern times. In addition, manufacturing firms in this modern day of South-East business environment are constrained with new technologies, innovation, diverse products, intensified competition, reduction in lead-time, life expectancy of products, diversification of demand, turbulent incremental changes, stiff competition and disastrous situation of high cost of production, inadequate raw materials to mention but a few. These problems made it a high priority for manufacturing firms to attach paramount importance to HCD and enhanced performance in their operations to achieve competitive advantage.

Training and development in Nigeria have been hampered with different problems that prevent employee development, and thus prevent overall growth in organizational productivity. There are a number of studies that present strong empirical evidence linking Human Capital to human resources practices and performance, but most of these studies explored globally and nationally relate to other sector without considering the impact of training and development on organizational performance in the manufacturing sector, especially in Nigeria. Notably, some literatures reviewed indicated that several studies were conducted on human capital development and employees' performance but have not critically identified the impact of human capital development on organizational performance. Hence, such studies conducted in the manufacturing sector did not capture manufacturing firms in South Eastern, Nigeria and to fill up this gap, this study becomes imperative. Pertinent to the above, the study seeks to investigate the training and development and performance of manufacturing firms in South-East, Nigeria.

Objectives of the Study

The broad objective of this study was to examine the effect of training and development and organizational performance of manufacturing firms in South-East, Nigeria, while the specific objectives are to:

- i. Establish the effect of training and development on employee morale of manufacturing firms in South East, Nigeria.
- ii. Evaluate the effect of talent/skill management on improve value innovation of manufacturing firms in South-East, Nigeria.

Research Questions

- i. What is the effect of training and development on employee morale of manufacturing firms in South East, Nigeria?
- ii. What is the effect of talent/skill management on improve value innovation of manufacturing firms in South-East, Nigeria?

Research Hypotheses

The following research hypotheses posited in the null form would be tested to aid the study;

H0₁: Training and development have no significant effect on employee morale of manufacturing firms in South-East, Nigeria.

H0₂: Talent/skill management has no significant effect on value innovation of manufacturing firms in South-East, Nigeria.

REVIEW OF RELATED LITERATURE

Conceptual Review

Training and Development

According to Mohammedi, Zainab and Mu'awiyya (2018), employee training and development is one of the major issues being debated nowadays because this helps organizations in a number of ways. Training with development together is that section of human resource management that are basic to each other and complete each other, they are depending on the other, it means both of them can be offered to the employee at the same time with the total aim of increasing products (Anwar & Shukur, 2015), and this is done by improving and supporting current employee skills (training) and plans for the future (Anwar & Abd Zebari, 2015). Training and development could be offered together or can be directed each one separated from the other, it not essential for them to occur in the same time (Anwar & Surarchith, 2015). Both of them are basic forgetting an accepted human resource management. Anwar (2017) states, that an organization tries to support their employee abilities to hit the target, while development the staffs are supposed to get more responsibilities and future plans that they were employed for and take part in the organization according to their efficiency. Anwar (2017), states that trained staffs are best prepared for the coming years, to build bright future while working hard for it in the current. They will be the main source of energy to their organization, and anything cannot stop what they planned for it.

Training together with development are basic structures to a rewarding organization, existence and continuation of an organization depend on these that cannot be withdrawn or left behind and its noticeable in every time and area, to offer the staffs the needed information and give them continuous feedback about Humans are considered very important of these resource that is most dependable if you train them well and in an academic way. The extent of better achieving products in general in closely linked to working people abilities and their efforts. Although one can easily notice in the developed countries there is use of many advanced and new technology but human resource dose not evaporate and it is a great debate (Prabhu et al. 2020).

Dimensions of Training and Development

There are 2 types of training and development in business (on the job and off the job) training, these are mentioned by (Anwar & Louis, 2017). About on the job training, it's that kind of training that is held by managers and supervisors to improve staff skills and support their own knowledge. Armstrong (1995) states that on the job training consists of giving lessons to trainees by skilled and experienced staffs given to others that's included in the job, not outside the nature of the job, or organizing it in other ways by preparing seminars or an effective distribution between staffs to teach other collectively (Anwar et al., 2021).

On the Job Training: Most corporate training and development programs have traditionally taken place in the classroom. However, the reality is that employees learn the majority of their knowledge and skills while working. Many organizations and human resource professionals are grappling with how to establish and administer effective on-the-job training programs, often known as structured on-the-job training. One such way is on-the-job training, which is a hands-on method of training people as they operate in the field. It's also known as on-the-job training, and it is a means of teaching employees job-specific skills and organizational systems in a setting where they can practice and test what they've learned. On-the-job training has a significant impact on the development of organizations, increasing both performance and productivity, and eventually positioning businesses to compete and stay at the top. In essence, On-the-Job Training needs employees to demonstrate specific abilities linked to their field of specialization that will be useful in their future work environment. It also provides ideas and a unique picture of the corporate world, including the working climate, employee attitude, and organizational culture, to which new employees may need to adapt and live. On-the-job training involves activities conducted at a person's employment to acquire a business career and abilities necessary for employees to execute a certain job inside the workplace. Employees learn in an atmosphere where they will be required to put what they have learned in on-the-job training into use. However, while experience in daily OJT is very crucial, employees should understand that they cannot select cases they face or what type of experience will they acquire. If they rely completely on OJT, disparity of experience would hinder their competence. Acquiring skills and transferring knowledge would take a lengthy period (Yokoyama, 2019).

As Anwar et al., (2021) thinks that on the job training is that basic mean of an effective and concentrated training in most areas of dealing with money, administration, being a practical manager and etc. so that the employee is able to receive these lessons and respond to it in a good manner and apply it simultaneously when he is working daily in that area. Armstrong dislikes on the job training because he thinks the lessons may not be so effective and responsive and the teachers or trainers may not be so efficient to give a satisfying coach that's is sufficient for the employee to apply it practically. Also, it may dislike his fellows as trainers and he is bored of the place he is working in it that may affect his ability to understand (Anwar et al., 2021). To overcome this problem, trainers must be included in repeated courses of an effective teaching and tip giving (Anwar et al., 2015). Regarding on-the-job training which was present before many years before other types of training here a person or an employee who have experience give instructions and guide other people in the organization in the workplace, the trainer gives specific advises and topics and the one who is receiving training should respond properly and reflected though his actions.

Vasanthi et al., (2019) further explained that Job rotation, coaching, mentoring, apprenticeship, and understudy are part of on-the-job training.

Job Rotation: This method describes the procedure through which a trainee masters various types of occupations or functions in an organization at various times and periods. That is, the trainee advances from one function to the next according to the timetable or schedule. According to Tuei and Saina (2015), job rotation occurs when a trainee travels from one creative task to another, allowing the employee to acquire new skills. It allows the learner to develop multiple skills. In this situation, the trainee now has a general knowledge after the

training since he or she has a basic understanding of each work, which boosts job satisfaction and productivity.

Coaching: This is the training of a subordinate by his or her immediate supervisor. This is the most effective management development technique because it makes use of a central part of all behavioral learning called modelling or imitation. The behavior of an outstanding manager is one of the easiest ways to learn good managerial habits. Also watching a poor manager will teach the subordinates to avoid doing what should be done.

Orientation/Induction: It is concerned with a situation in which new employees are provided training in order to familiarize them with their work and the organization as a whole in terms of values, rules, and regulations. Orientation, according to Zigmont, Wade, Edwards, Hayes, Mitchell and Oocumma (2015), is a continual process that requires time to complete. Organizations provide new employees with orientation for three reasons. First, the new employee will have the opportunity to learn about the job practices during the orientation. The new employee is also taught how to interact with coworkers, and the new employee is made to feel like a valuable member of the team Zigmont et al. (2015). In general, new employees are given orientation to familiarize themselves with the organization's structure, aims, policies, and other aspects. One advantage of this strategy is that it improves the employee's motivation to deliver without making major mistakes.

Off-The-Job: Training As Anwar et al., (2015) stated, off-the-job training including training away from the field of the job and the working environment, examples include seminars, conferences, performing the training in the worksite in conference rooms, group teaching and discussion. It's away from the job circumstances, but they would learn to get appropriate training just like that of the working place but in a different place, special environment is arranged so that to have a chance of maximum interaction between trainers and trainee (Anwar, 2017). This special kind of training is done away from the working environment, special kind of advanced skills and preparations are needed for proper guiding employee in the right way and in the suitable place (Anwar, 2016).

The goal of this strategy is to ensure that employees are fully aware of their own behaviour as well as how others perceive it. It also makes the "participants" more aware of and accepting of their differences. Small groups of eight to fourteen individuals who are strangers to one another are frequently grouped together and assisted by a trainer in this sort of training. Employees discuss themselves, their feelings, and the group process during the conversation.

Organizational Performance

Organizational performance is a complex and contentious concept. No two authorities agree on what constitutes performance or on how it is measured although they all agree that it involves attention to goals, satisfaction of constituents and relationship with the external environment. But we live in a world tyrannized by performance. Workers, managers, departments and organizations are always asked to be effective and that simply means to produce some form of results (Mokaya, 2014). Early management thinkers believe that performance is the ultimate measure of managerial and organizational performance. Bethke, Mahler and Staffel (2017) believe that performance relates to the accomplishment of the cooperative purpose which is social and non-personal in character, insisting that organizations cannot continue to exist without performance and that this performance can

easily be measured. Drucker was more emphatic that the society and individuals within it cannot satisfy their needs without performance. In his own words: "Only executive performance can enable this society of ours to harmonize its two needs: the needs of organization to obtain from the individual, the contribution it needs and the need of the individual to have organization serve as his tool for accomplishing his purposes.

Gigliotti (2017) provides is not really appropriate as a gauge of performance per se but, rather, as an index of an organization's "propensity" to be effective. That is, when an organization satisfies its various participants by providing incentives which are seen to exceed their contributions, it establishes the base for effective accomplishment of its goals whatever these may be. To avoid confusion with the concept of performance, the organization's ability to satisfy its participants might be called organizational competence. Where actual performance is the degree to which the organization attains its goals, organizational competence is its propensity or potential for reaching its various goals. Organizational performance as the extent to which an organization as a social system, given certain resources and means, fulfills its objectives without in- capacitating its means and resources and without placing undue strain upon its members. Organizational performance is basically about the ability of the organization to meet its set goals and objectives given the resources at its disposal. every organization has certain predetermined goals and objectives that it looks up to, each time any of these goals is met, the organization is considered effective in that regard. Measuring it is a function of what the organization's core business. Organizational performance refers to the degree of congruence between organizational goals and some observed outcome. Every employee in a company contributes to organizational performance. Taking into account skills, experience, motivation and rank, some employees play a bigger role than others. These are the people who contribute to the development of organization mainly with their knowledge. There are 4 performance approaches measuring performance look at different parts of the organization and measure indicators connect with outputs, inputs, internal activities, or key of stakeholders. It include Goal Approach, Resourced-based approach, internal process approach and strategic constituent approach.

Organizational performance can be defined as the efficiency with which an association is able to meet its objectives. This means an organization that produces a desired effect or an organization that is productive without waste. Organizational performance is about each individual doing everything they know how to do and doing it well; in other words organizational efficiency is the capacity of an organization to produce the desired results with a minimum expenditure of energy, time, money, and human and material resources. The desired effect will depend on the goals of the organization, which could be, for example, making a profit by producing and selling a product. An organization, if it operates efficiently, will produce a product without waste. If the organization has both organizational performance and efficiency, it will achieve its goal of making a profit by producing and selling a product without waste.

Jones and George (2019), define organizational performance as the measure of how a manager utilizes the resources of the organization efficiently and effectively to accomplish the goals of the organization as well as satisfy its stakeholders. When managers are dedicated and skillful in carrying out specific roles, it helps to make things happen. Managers influence performance by defining objectives, recognizing and minimizing obstacles to the achievement of these objectives, and effectively planning, organizing,

leading and controlling all available resources to attain high levels of performance. Although many indices of workplace Performance disregard the goals of the organization while Humphries and Dyer (2011) believes it is also very important. This is because in a focal year, an Organization might want to invest in expensive technology that can enhance Productivity in the future. The Profit of the particular year might be negligible yet the organization may have fulfilled its objectives.

Also, organizational performance comprises the actual output or results of an organization as measured against its intended outputs. Organizational performance encompasses three specific areas of firm outcomes: financial performance, product market performance and shareholders returns (Humphries et al., 2011). The notion of organizational performance is affiliated to the endurance and success of an organization. In recent years, many organizations have attempted to manage organizational performance using the balance score card methodology where performance is tracked and measured in multiple dimensions such as financial performance (shareholders return, customer service, social responsibility, corporate citizenship etc. (Humphries et al., 2011). Organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives) (Humphries et al., 2011). According to Gibbons (2015) organizational performance encompasses three specific areas of firm outcomes: financial performance (profits, return on assets, return on investment, etc.); product market performance (sales, market share, etc.); and shareholder return (total shareholder return, economic value added, etc.). Organizational performance is the ultimate dependent variable of interest for researchers concerned with just about any area of management. This broad construct is essential in allowing researchers and managers to evaluate firms over time and compare them to rivals. In short, organizational performance is the most important criterion in evaluating organizations, their actions, and environments.

Pearlson, Saunders and Galletta (2016) express that organizational performance has to do with the establishment of organization's objectives and monitoring improvement towards achieving the stated objectives as well make modification in attaining those goals in an effective and efficient way. In other words it is the outcome of the organization. Furthermore, Organizational performance is a way of measuring the efficiency and effectiveness of organization's action which has to do with the assessment of advancement made towards the attainment of the set objectives. In business it is recognized as a central outcome variable of interest, ranging from human resources and marketing to operations management. According to Saremi and Saeidi (2014) it covers three distinct areas which include performance financially (which include profitability, return on investment); market performance (which include customer satisfaction, market share); and shareholder return, however, this study focused on only profitability and customer satisfaction. Profits are pointers of organization's good performance from the organization's activities. Profit refers to the ability of the organization to generate income. Handfield, Cousins, Lawson and Petersen (2015) define profitability as the ability of an organization to maximize revenues and minimize cost. It thus means how well the organization is performing measured in terms of net profit margin. Profitability is very significant to ensuring the continuity of the organization and organization that is not making profit won't be able to survive.

Ho (2011) sees performance as how far an organization achieves its goals devoid of being constrained to debilitate its means or place extreme pressure on the workers. It is also

the assessment of the elements that evaluate the competence and aptitude of an organization to attain the constituents' aspiration heights through effectiveness, efficiency, or social significance standards. Guta (2014) adds that it is the result of real consequence shaped by an organization which is evaluated and compared with the anticipated results. A performing organization according to Mills and Smith (2010) is one in which managers create value for its owners which is achieved when the earnings on capital put in are greater than the costs. Zack, McKeen and Singh (2009) add that the performance of organizations is generally signified by customer and employee satisfaction, sustainability of its economy, social/environmental obligation, and its public image. Innovation and job satisfaction of employees are integral parts of organizational performance for this study. Every role is different so the metrics used to measure employee performance will ultimately depend on the type of business the company and employees operate in.

Theoretical Review

The theories of the study anchored on the following;

Human Capital Theory (HCT) (Sweetland, 1996)

The theory of human capital is rooted from the field of macroeconomic development theory. Also, Becker (1993) in his classic book- human capital, made a theoretical and empirical analysis with special reference to education in order to illustrates this domain. Becker argues that there are different kinds of human capital investments that include schooling, a computer training course, expenditures on medical care etc. In the true sense, they improve health, raise earnings, or add to a person's appreciation of literature over a lifetime.

The human capital theory suggests that individuals with more or higher human capital achieve higher performance when executing tasks (Becker, 1964). Human capital comprises the stock of knowledge and skills that reside within individuals. Specifically, human capital includes the unique insights, skills, cognitive characteristics and aptitudes of entrepreneurs. It also includes achieved attributes, accumulated work and habits that may have a positive or negative effect on productivity (Becker, 1964). Human capital represents a resource that is heterogeneously distributed across individuals and is thus central to understanding differences in opportunity identification and exploitation. Firm specific human capitals from general purpose human capital. The expertise obtained through education and training in management information systems accounting procedures and other expertise specific to particular firm are the examples of firm human capitals. Whereas general-purpose human capital is knowledge gained through education and training in areas of value to a variety of firms such as generic skills in human resource development. According to Becker (1964) education and training are the important investment in human capital.

Application/Relevance of Human Capital Theory (HCT) to the Study

Having reviewed several theories which might prove appropriate for a discourse of human capital development as it affect organizational performance and other organizational variable, the study anchored on the human capital theory propounded by Sweetland (1996). The theory was selected as the lead theory because it postulates that human capital is the composition of employee skills, competencies, knowledge and abilities as the central driver of organizational performance. According to this theory, a more educated/skilled workforce makes it easier for an organization to adopt and implement new technologies, thus reinforcing returns on education and training. This theory also shows how education leads

to increase in productivity and efficiency of workers by increasing the level of their cognitive skills and enhancing productivity. Individuals can develop and acquire knowledge which provides a great ability to make decisions in various situations especially in manufacturing firms where brain power is associated with employee's knowledge, competencies, skills, creative capability, innovation, various resource elements attitude, intellectual agility, tacit knowledge and talents of people. In this study, knowledge is the essence of any organization and its ability to create value, which is dependent on its employees' learning, knowledge and skills which human capital is the most prominent element in enhancing manufacturing firms' performance.

Human capital theory emphasizes how exposure to different learning and development programs increases the productivity and efficiency of individuals by increasing the level of cognitive stock of economically productive human capacity which is a product of innate abilities and investment in human beings. The human capital theorists contend that expenditure in formal education is seen as productive capital investment which they considered as equally or even more equally worthwhile than the physical capital investment. More so, Aluko and Aluko (2011) gave credence to human capital theory and affirmed the importance of qualitative training and development programs as the key to participating in the new global competitive environment. Therefore, for manufacturing firms' specifically in South East, Nigeria to achieve a superior performance and fit into the committee of nations, her human capital requirement in all levels must be properly trained and equipped with requisite knowledge to withstand the technological and scientific challenges of global competitive economy. Thus, most supreme, manpower in the manufacturing sector as the engine room for nation building must be given the requisite human capital development so as to be self-creative, innovative and a catalyst for propelling sustainable growth and national development. In the final analysis, the relevance of the human capital theory is based on its ability to justify how manufacturing firms' plays a great and significant role in improving the production capacity of a population.

Empirical Review

Talent/Skill Management and Value Innovation

Khemissi and Jouili (2021), carried out a study on the impact of skills development on employee performance. As part of this research, the study sought to determine the nature and extent of skills development impact in improving employee performance. This study was one of the new themes that some researchers have started in recent years. The novelty of this theme was the inclusion of the skill development factor. This factor was likely to have a positive impact on employee motivation and performance. Some of the factors already known to have an impact on employee performance, such as motivation, career development, training and experience were adopted. The study concluded that skills development and management had a positive impact on employee performance and employee retention and therefor recommended that management must develop and integrate superior skills development and management to achieve competitive advantage, improve the company and employees' performance.

Mohammad, Reza, Sayed, Koroush, Ali and Mohammad (2021), investigated the effect of talent management on organizational performance with the mediating role of knowledge absorptive capacity and innovation capability. This applied correlational study was conducted in 2019 with the participation of 106 people selected by a simple random

method from nurses of hospitals affiliated to Qom University of Medical Sciences. The face and content validity of the research tools were confirmed by the use of standard questionnaires and the opinion of experts. The findings represented that the correlation between talent management variables and knowledge absorptive capacity ($t=2.13$, $r=0.83$), talent management and innovation capability ($t=5.03$, $r=0.54$), knowledge absorptive capacity with organizational performance ($t=3.48$, $r=0.80$), innovation capability with the organization performance ($t=3.53$, $r=0.72$), capability to absorb knowledge and innovation capability ($t=6.97$, $r=0.78$) and talent management with organizational performance ($t=3.19$, $r=0.86$) was confirmed. The results indicated that the organizational improvement depends on the development and advancement of employees, so it is better to focus on talent management to increase the innovation capability in employees by optimally influencing the capacity to absorb knowledge as a set of organizational processes for acquiring, simulating, transferring and extracting knowledge and take steps to improve productivity and increase organizational performance.

Wachyu, Harries, Widayati and Muhammad (2021), investigated the influence of knowledge management, skill, and attitude on employee performance. The study aimed at determining the influence of knowledge management, skill and attitude on employee performance. The object of this study were the employees who worked At PT Sun Life Syariah of Jakarta. This study was conducted on 35 respondents using a causal research design. This test's analysis technique was descriptive analysis and test instruments in the form of Validation and Reliability Tests with Version 3.0 of the Smart PLS (Partial Least Square) software. Based on the analysis and discussion, the study concluded that; knowledge management had a positive and significant effect on the performance of employees of PT Sun Life Sharia in Jakarta and this showed that if knowledge management increases, employee performance will increase. Skill had a positive and significant effect on the employee performance of PT Sun Life Syariah in Jakarta and this means that if skills or knowledge increase, employee performance will increase and lastly, attitude had a positive and significant effect on PT Sun Life Syariah's performance in Jakarta meaning that if attitude or attitude between fellow employees is good or increases, the employee's performance will increase. The study suggested that the management of PT Sun Life Sharia should be able to encourage and be firm on employee knowledge management by motivating them with goals that match the company's needs; knowledge management can be the basis for employees to be able to have good performance. Also, on skill and attitude, the organization should pay more attention to employees' work aspects to improve employee performance so that organizational goals can be achieved properly and optimally, and the smooth implementation of activities is guaranteed.

Training and Development and Employee Morale

Kalapapa (2016) examined the impact of training and development on employee performance, while the specific objectives were to identify training and development methods; examine the relationship between training and development on employee performance; determine the effect of training and development on employee performance; and to determine factors affecting employee performance. The study reviewed the concept of training, development as well as training and development. The study furthermore analyzed training and development methods under on-the-job and off-the-job training such as job rotation, coaching/mentoring, orientation, conferences, role playing, and formal training courses/development programmes. The study also explained employee

performance, examined the relationship between training and development, x-rayed the effect of training and development on employee performance and also identified factors affecting employee performance such as management-subordinate relationship, working conditions, reward system, health unionization and team working. This study drew from practical experience and archival materials hence, its approach is content analysis by way of review of data derived from extant secondary sources. The data were collected through the review of relevant published works including books, journals, web sources, structured interviews, commentaries, official documents/publication, professional publications, and such other scholarly writings that are relevant to the study. The study concluded that training and development results to increased profitability, improves knowledge and skills of the job at all levels of the organization. Similarly, it improves the employees' morale as well as helps them to identify with the organizational goals. From the review made by the study, on-the-Job methods of employee training and development are therefore highly recommended by the study to organizations that wants to enhance performance, survive and remain competitive as these methods ensure that there is no loss of man hours as a result of off-the-job trainings where employees travel out of the country or out of station to tour around.

Wulnye, Aikins and Abdul-Fatawu (2016), reviewed training and development: an effective management tool for increased performance. The purpose of the study was to investigate the effect of training and development on employee performance at Ghana Health Service (GHS), Upper West Regional Health Directorate. The approach in terms of data collection involved the use of questionnaires. A total of 200 questionnaires were administered by the researcher out of which 160 valid questionnaires were retrieved from respondents. These responses were analyzed using Microsoft Excel. The study revealed that training and development have positive impact on employees' performance. The employees agreed that they are able to transfer the knowledge and skills acquired to their working environment. Though effectiveness of the training and development is high, the study revealed that there is inconsistency in the application of training and development policies and procedures. Based on the findings of the study it was recommended that management should have well planned; systematic and coordinated training and development programs throughout the organization and also ensure that there is adequate budget allocation to finance the implementation of training and development programs in the company.

Chhy (2019), investigated the impact of training and development on employee performance: a case study of selected private secondary schools in Phnom Penh Cambodia. The study took a sample size of 90 respondents from the target population of 220 employees from the entire staff namely: principals, coordinators, and teachers of six (06) reputable private secondary schools in Phnom Penh, Cambodia used as a case study. However, 74 respondents were collected. Statistical Package for Social Sciences (SPSS) and ANOVA method were used. From the results of the study, it can be concluded that there were benefits of training and development on employee performance which enabled the school to maintain its competitive advantage, increase in job satisfaction, and reduce employee turnover. Training and development provided new employees skills, and enhanced competence they need to perform their jobs to contributed to higher productivity and promoted successful succession planning aligns with school objectives. However, the school needs to have a necessary training and development policy for effective

implementation. The study hypothesized that; there was a positive relationship between training and development and employee performance.

METHODOLOGY

Research design is the blue print on how to gather data and analyzing them, all aimed at providing solutions to the problem under investigation. The researcher made use of primary and secondary sources of data. The population of this study was one thousand, six hundred and seventy six (**1,676**) obtained from the ten (10) selected manufacturing firms in South East, Nigeria. Therefore, the sample size of the selected manufacturing firms in South East, Nigeria was four hundred and forty two (**442**). A total of four hundred and forty two (442) copies of the questionnaire were distributed to manufacturing firms in South-East, Nigeria, nine one (91) copies of questionnaire were lost/wrongly filled with percentage ratio of 20.5% while three hundred and fifty one (351) copies of questionnaire were correctly filled and returned with percentage ratio of 79.4% which formed the basis of the study. A stratified sampling method was adopted to give the staff of the selected manufacturing equal chance of being selected. The questionnaire was designed in a five (5) point Likert scale structure of Strongly Agree (SA) =5, Agree (A) =4, Undecided (UN) =3, Disagree (D) = 2 and Strongly Disagree (SD) =1. Very Large Extent=VLE (5), Large Extent=LE (4), Undecided= UN (3), Low Extent= LOE (2) and Very Low Extent=VLOE=1. The researcher adopted both inferential and descriptive statistics to analyze the data for the study and in order to realize the objectives of the study, objectives simple linear regression model was used to test the hypotheses of the study.

Data Presentation

Table 1: Establish the effect of training and development on employee morale of manufacturing firms in South-East, Nigeria

RESPONSES	SA 5	A 4	UN 3	D 2	SD 1	TOTAL	MEAN	Std. Dev.
Training serves as an acts of intervention to improve organization's goods, services quality and technical skills of employees	157	141	21	19	13	1463	4.2	.840
Providing employees with development programs enhance their capabilities	153	136	24	21	17	1440	4.1	.938
Training employees on decision making, teamwork, problem-solving and interpersonal relations improve employees' performance	149	138	29	13	22	1432	4.1	.610
Work advancement opportunities do not only reduce absenteeism, but it increases employee's commitment and satisfaction that helps reduce turnover	147	138	23	25	18	1424	4.1	.579

Source: Field Survey, 2024

Table 1 showed the effect of training and development on employee morale of manufacturing firms in South East, Nigeria. The decision rule mean score of ≥ 3.5 was used

to take decision on all the five (5) points Likert scale. Majority of the respondents with the highest mean scores of 4.2, 4.1, 4.1 and 4.1 respectively strongly agreed that training serves as an acts of intervention to improve organization's goods, services quality and technical skills of employees, providing employees with development programs enhance their capabilities, training employees on decision making, teamwork, problem-solving and interpersonal relations improve employees' performance and work advancement opportunities do not only reduce absenteeism, but it increases employee's commitment and satisfaction that helps reduce turnover.

Table 2: Evaluate the effect of talent/skill management on value innovation of manufacturing firms in South-East, Nigeria.

RESPONSES	SA 5	A 4	UN 3	D 2	SD 1	TOTAL	MEAN	Std. Dev.
Talent attraction, selection, development and retention of the best employees in strategic position bring advantages to the organization	149	123	33	26	20	1408	4.0	.984
Internal acquisition boosts employees' morale and inspires them to work harder to advance to higher positions.	147	134	30	22	18	1423	4.1	.821
External acquisition motivate organization's employees' to be innovative which contribute to the growth of the organization	144	128	32	26	21	1401	4.0	.200
Designing lucid development programs and describing the skills and talents to be developed in employees enhance organizations sustainability	147	138	29	19	18	1430	4.1	.921

Source: Field Survey, 2024

Table 2 above showed the effect of talent/skill management on value innovation of manufacturing firms in South East, Nigeria. The decision rule mean score of ≥ 3.5 was used to take decision on all the five (5) points Likert scale. Majority of the respondents with the highest mean scores of 4.1, 4.1, 4.0 and 4.0 respectively strongly agreed that designing lucid development programs and describing the skills and talents to be developed in employees enhance organizations sustainability, internal acquisition boost employees' morale and inspire them to work harder to advance to higher positions, talent attraction, selection, development and retention of the best employees in strategic position bring advantages to the organization and external acquisition motivate organization's employees' to be innovative which contribute to the growth of the organization.

Test of Hypotheses

H0₁: Training and development have no significant effect on employee morale of manufacturing firms in South-East, Nigeria.

Table 3: Regression analysis on training/development and employee morale

Variable	Parameters	Coefficient	Std error	T – value
Constant	β_0	2.250	0.186	5.561
TD (X_1)	β_1	0.146	0.042	3.250**
R-Square		0.810		
Adjusted R – Square		0.802		
F – statistics		85.333***		

Source: Field Data, 2024

Table 3 showed the coefficients of training/development and employee morale. The coefficient of multiple determination (R^2) was 0.802 which implies that 80.2% of the variations in dependents were explained by changes in the independent variable while 19.8% were unexplained by the stochastic variable indicating a goodness of fit of the regression model adopted in this study which is statistically significant at 1% probability level.

The coefficient of training/development was statistically significant and positively related to employee morale at 5 percent level (3.250**). Therefore, we reject null hypothesis and accept the alternative hypothesis which states that training and development have a significant effect on employee morale of manufacturing firms in South-East, Nigeria.

H0₂: Talent/skill management have no significant effect on value innovation of manufacturing firms in South-East, Nigeria

Table 4: Simple regression analysis on talent/skill management and value innovation

Variable	Parameters	Coefficient	Std error	t – value
Constant	β_0	2.554	0.274	8.297
TSM (X_1)	β_1	0.732	0.017	3.674**
R-Square		0.866		
Adjusted R – Square		0.701		
F – statistics		15.964***		

Source: Field Data, 2024

Table 4 showed simple regression analysis on talent/skill management and value innovation. The coefficient of multiple determination (R^2) was 0.866 which implies that 86.6% of the variations in dependents were explained by changes in the independent variable while 13.4% were unexplained by the stochastic variable indicating a goodness of fit of the regression model adopted in this study which is statistically significant at 1% probability level.

The coefficient of talent/skill management was statistically significant and positively related to value innovation at 5 percent level (3.674**). Therefore, we reject null hypothesis and uphold the alternative hypothesis which states that talent/skill management have a significant effect on value innovation of manufacturing firms in South-East, Nigeria.

SUMMARY, CONCLUSION AND RECOMMENDATIONS

Summary of Findings

- Training and development have a significant effect on employee morale of manufacturing firms in South-East, Nigeria.
- Talent/skill management has a significant effect on value innovation of manufacturing firms in South-East, Nigeria.

Conclusion

This study examined training and development and performance of manufacturing firms in South-East, Nigeria. Hence, the study was made possible by the talent/skill management and firms value innovation, and training and development and employee morale. Also, training and development is a strategy for the creation and cultivation of environments in which people can rapidly learn and apply new ideas, competencies, skills, behaviors and attitudes. Training and development is also a unique strategy that boosts market share, enhances employee retention rate, improves value innovation, promotes employee satisfaction, improves employee morale and above all promote agility of the firms. Therefore, the study concludes that training and development and performance of manufacturing firms in South-East, Nigeria.

Recommendations

- i. Management should develop and integrate superior skills development to achieve competitive advantage, improve the company and employees' performance.
- ii. Management should regularly have well planned; systematic and coordinated training and development programs and also ensure that there is adequate budget allocation to finance the implementation of training and development programs in the organization.

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