



IMPACT OF INTEGRATED PERSONNEL INFORMATION AND CAPACITY BUILDING ON LABOUR TURNOVER AND PERSONNEL APPRAISAL IN NIGERIAN MANUFACTURING FIRMS

MBAH PAULINUS CHIGOZIE

Business Administration Department

Faculty of Management Sciences

Enugu State University of Science and Technology,

Enugu, Nigeria

Abstract

The purpose of this study is to examine the impact of integrated personnel information and capacity building on labor turnover and personnel appraisal in Nigerian manufacturing firms. Specifically the study aimed at the following objective: to examine the extent effect of capacity building on labor turnover in Nigerian manufacturing firm; to ascertain the extent effect of updated and integrated personnel information on the frequency of personnel appraisal of Nigerian manufacturing firms. The study had a population of 1400 employees drawn from three manufacturing firms in Enugu State. The sample size of 284 was drawn using Freud and Williams' formula at 5 percent error margin. A survey design was adopted for the study. Instrument used for data collection was the questionnaire. A total of 284 copies of questionnaire were distributed while 246 were returned. Five hypotheses were tested using Chi-Square (χ^2), and Z-test, with aid of Statistical Package for Social Science (SPSS). The findings indicate that Capacity building had positive effects on labor turnover, also updated integrated personnel information to a large extent improved on the frequency personnel appraisal of Nigeria manufacturing firms. The study concludes that employers should provide capacity development opportunities for employees to gain new and advance business knowledge and application for organizational development. The major recommendation in this study is that organizations should give utmost importance to employee's capacity building. Employee capacity building exercises and programs should be introduced to increase knowledge, skills and abilities of employees. These things add up the efficacy power of the employee and he performs to the best of his abilities.

Keywords: Integrated Personnel Information, Capacity Building, Labor Turnover, Personnel Appraisal, Nigerian Manufacturing Firm.

Introduction

Most of the HRM strategies are focused on employee satisfaction and retention as HR is the only active resource in an organization which brings competitive edge to the business. Organizations must provide employees the opportunities to groom their talents and knowledge for achieving the organizational goals for mutual benefit (Stephen Covey, 2012). The organizations that have violated and ignored the humane aspect of their business have suffered heavy losses and a fine example is that of Enron the largest energy providing company of United States of America knocked out because it did not follow the business ethics and exploited its people to follow mal practices of business.

For more than a decade the Organization dynamics are the focus of HR practitioners Individuals keep on developing their capabilities with frequent exposure to variety of situations and added experience. This enhancement in the professional capabilities drives individual to secure more challenging jobs carrying higher professional and financial values. Organizations on the other hand apply all their resources and energy to acquire best of the best employee within their reach. This creates the need for integrating individual professional needs with organization need through T&D strategies. According to HR gurus' T&D should bring some notable positive changes for instance professionalism seen in workers behavior or new skill learnt like computer and IT knowledge. Training and job rotation moving employee from one job to another enhances creativity and employees feel variety in their work. It improves employee performance leading to organization profitability.

The Whole Job Concept or Job Enlargement allows employees to give suggestion in devising challenging jobs, increase motivation and organization commitment. Such a delegation aid in employee's growth and quality of work (Kossen, 1994). Employee binding programs is a healthy exercise for smooth business operation. Employee empowerment is employee participation in the organization matters, more importantly in decision making process. Managers must share the information on organization performance, compensation management practices with their subordinates on the work done by them (Bowen & Lawler, 1992). Another approach to employee empowerment is to allow the workers to take initiatives for innovative practices on their own (Zemke & Schaff, 1989).

Promotion is an employee development strategy which is also considered as a reward of good performance and realization of employee's capabilities. It carries a high value in employee retention, as a clear succession plan keeps the employee motivated for good performance and long term commitment with the organization. This process also creates the sense of security among the existing employees. Employee Retention is the most important aspect for the management. It is the trust and faith managers should have in the employees to build the air of harmony and peace for smooth business operations. The studies reveal that employees who are committed and dedicated to the organization are likely to perform according to the standards and demands of the job. They are stronger in dealing with the ups and downs of the business have polished stress handling skills (Hartline and Witt, 2004), Hence providing the strong genesis to research on the impact of capacity building on labor turnover.

Statement of the Problem

Notably organizations do not motivate their employees commensurably in order to share their knowledge and improve productivity and competitiveness. This however may present negative impact on such organizations and such organizations end up performing poorly. The capacity to manage human intellect and transform intellectual output into a service or a group of services embodied in a product is in fact becoming the critical executive skill of this era. Despite its importance, knowledge management in terms of updated integrated personnel information and personnel capacity building in organizations has remained a black box for both scholars and practitioners. Therefore this study seeks to examine how capacity development, employee empowerment and promotion affect employee retention and employee productivity in manufacturing organizations?

Objectives of the Study

The specific objectives were;

- i. To examine the extent effect of capacity building on labor turnover in Nigerian manufacturing firm.
- ii. To ascertain the extent effect of updated and integrated personnel information on the frequency of personnel appraisal of Nigerian manufacturing firms.

Literature Review

Concept of Capacity Development

Human beings have distinct qualities and needs. When the Human Capital is recruited in the business, training starts the same day, workers bring in their knowledge, skills and experience related to the jobs they perform. Some workers rely on organizational knowledge and training to play the role, so companies must include in their SOPs and company manuals On the Job Training and Off Job Trainings. Managers who invest in the employees to change and adapt their behavior, skills and knowledge concerning the business would experience positivity and employee retention (Frazis, Gittleman & Joyce, 2000). Managers who provide employees on job training and learn new things would have dedicated and trustworthy workforce (Benson, 2006). The training programs and its course modules should pay the company in terms of more skilled, learned, disciplined and punctual workers otherwise stop the training (Achar, 1938). Colleagues should also be acquainted with self-development training to groom their talent and improve knowledge, skills and attitude (Truckenbrodt, 2000). According to him managers must acknowledge each and every employee's specific abilities and ideas to generate productivity and creativity. Employees should feel that management is keen to develop them and rely on them then they would automatically apply extra efforts to meet organizational objectives and more likely to have life time relationship with the company (Belfour and Wechsler, 1996). The trainers also need to earn new ideas, knowledge in order to provide quality workers to the companies (Roush, 1986).

Concept of Employee Empowerment

Encourage employee empowerment and self-initiative would make employee work in accordance with department goals to sustain quality. Employees feel importance and motivated to attain organizational objectives (Loke, 2001). Employees self-efficiency be enhanced such

practices should be cancelled which pave authority and power in managers to ridicule and humiliate junior workers. Increase employee self-efficacy need for the betterment of organization (Conger and Kanungo, 1988). Thomas and Velthouse (1990) provided another concept that it is an intrinsic task motivation. It entails four conditions i.e. meaningfulness, competence, impact and choice or self-determination. Deci, Connell and Ryan (1989) explained these terms. Meaningfulness is the value of the work given with respect to employees ideas. Competence is the ability of an individual to carry out desired job. Impact is the effect of the person's behavior in organization in relation to achieving goals. Workers should be given confidence and practical appraisal system being designed regarding the job performance (Burke, 1986). Block (1987) asserts employees should have full autonomy on their jobs and their involvement is high in decision making. Benis and Nanus (1985) advised that jobs should be challenging and inspiring for employees to do better. Oldham (1976), Kanter (1979), Strauss (1977) and Hackman and Oldham (1975) shared that rewards should be according to the performance of the workers secondly, job enrichment and career development opportunities also empower employees for profitability. Mc Clelland (1975) and House (1988) added that proper recruitment and training programs imparting technical education and encouraging management also build empowerment.

Concept of Promotion

Employers who support career development and career planning of employees have educated and skillful workforce (Ahmed and Bakar, 2003) to ensure just employee promotion policy (JEPP), employee career appraisal be based on abilities, knowledge, effective accomplishment of tasks and time management (Lin and Yang, 2002). Major problem in employee promotion and management is the attitude of employees towards the older employees. The management from top to bottom should show respect towards senior employees, as they are the ones who can also be a source of positive change within the enterprise. Hospitality organizations should utilize this key work force of seniors. Their experience and knowledge add to refined taste to food. Seasoned employees can be trained to be coach or mentor to young employees and help in organization to sustainable success (Harris and Bonn, 2001). Researchers have revealed that not only promotion is a source of satisfaction among employees; there are other rewards also to retain and attract employees. The identified practices are decision autonomy, flexibility in the work schedules and task impact also are driver of employee performance efficacy. Female professionals as social worker highlighted that peer support and help is a key in the job (Carpenter, 1999). While evaluating employee performance for promotion the prerequisite is to establish an effective communication process to know where employee is lacking and what should be done to attain results. Regular feedback regarding employee performance would provide the direction for maximization of profitability in the enterprise (Buford, 2006). Organization should facilitate employees in aligning their personal goals with organization's goals in order to have "organization fit" in the company. Supervisors should promote employees on the basis of education, expertise and knowledge for justified promotions. Such measures would prevent employees in indulging in politics to exert pressure on managers for promotion and rewards (Sharabi, 2008). Similarly in education sector the emerging education dimension is Distance Learning, faculty members working on this aspect should be given proper rewards and

promotion to make education common and accessible to everyone. So Distance Learning Evaluation should be a part of regular Faculty Compensation and Reward System (Wolcott, 1997).

Concept of Employee Retention

Employee Retention is the most vital factor leading to organization growth. Management should give employees the exciting and significant tasks in order to increase commitment (Steers, 1977). Job satisfaction is closely linked with staff turnover so employee's motivation programs are developed in order to retain key employees (Sinclair, 1990). Managers should keep in mind the cost attached to the worker so proper employee funds and budget be prepared in order to fill their professional needs and demands (Hartline and Witt, 2004). Organization should provide proper job descriptions to the workers to avoid ambiguity and confusion. Such directions and guidelines facilitate and satisfy workers. Employee satisfaction leads to organization loyalty (Self and Dewald, 2011). Mentoring is the popular training method among employees so managers should pay attention to this training method to retain good employees (Musser, 2001). Friendly and candid environment fosters employee empowerment necessary in reducing staff turnover rate (Dermody, 2002). Career and training development opportunities must exist to increase employee's abilities and value to attract and retain them for productive results (Thite, 2010). Studies in management prove that training is the most worth viewed management practice in the eyes of workers. Employees if trained well and knowledge imparted to them enhances their skills become devoted and loyal to the organization (Ahmed and Bakar, 2003). To gain employee commitment company's goals, and employees goals of performance and achieving tasks should be coherent and in harmony with each other (Truckenbrodt, 2000).

Capacity Building and Labor Turnover

Sanusi (2012) capacity building entails investment in necessary to enhance human skills, overhaul systems. Sanusi further sees capacity building as the internationalization of the knowledge, skills and processes that enable the formulation, implementation, monitoring and evaluation of set goals in an efficient manner. While Anyanwu views it as a series of activities, which an organization, enterprise or even a nation needs to undertake to provide for itself, on a continuous basis, the supply of skilled manpower to meet its present and future needs. Manpower development Anyanwu (2012) is the process of building up human resources to meet the needs of an organization. He stated further that manpower development includes investment by employers in training employees and investments by individual in time and money in their own development. Grant (2013) a more recent and equally important strand has emerged under the title the knowledge-based view of the firm, which emphasizes the requirement of organization and learning capabilities of employees through knowledge and learning capabilities of employees through acquisition and knowledge sharing and transfer, to achieve competitive advantage. Dess (2013) Human capital is generally understood to consist of the individual's capabilities, knowledge, skill and experience of the company's employees and managers, as they are relevant to the task at hand, as well as the capacity to add to this reservoir of knowledge, skills, and experience through individual learning. Wright (2011) 'from a definition such as this, it becomes clear that human capital is rather broader in scope than human resources'

Research Methodology

Research Design

The design adopted for the study was survey research design. The survey research enables the collection of primary data, for the test of hypotheses.

Sources of Data

The data used for the study were gathered from two different sources, namely: primary and secondary source. The primary sources encompassed the use of questionnaire, personal interview and observation. In the case of secondary sources, the data gathered were through textbooks, journals and Nigerian Breweries, Innoson Industries, and Juhel Ltd.

Area of Study

The study organizations located in Enugu where records available at the resource centre were collected. Juhel (Nig) Ltd, Emene. Innoson industries, Emene and Nigeria Breweries Plc at 9th mile Corner, Ngwo.

Population of the Study

The population of the research work consisted of all senior and junior staff of the selected manufacturing organizations under study. These three manufacturing organizations were selected from the 33 manufacturing food, Beverages and plastics etc. registered with Manufacturers Association of Nigeria within Enugu.

Sample Size Determination

For the purpose of the study the actual population was One Thousand Four Hundred (1400) staff. The population of the study was drawn from the two levels of employees in those organizations under study using stratified sampling method. To determine the adequate sample size, the researcher opted for the Freund and Williams' statistical formula.

In calculating the sample size, the researcher used the statistic formula for selecting a finite population as formulated by Freund and Williams (as quoted by Uzoagulu 2011).

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

Where n = Sample Size

N = The population

p = Probability of success/proportion

q = Probability of failure/proportion

Z = Standard error of the mean

e = Limit of tolerable error (or level of significance)

N = 1400

p = .6

q = (1 - .6) = .4

Z = 95percent = 1.96

e = 0.5percent

$$\text{Substituting} = \frac{(1.96)^2 \times 1400 \times .6 \times .4}{1400 (0.05)^2 + (1.96)^2 \times .6 \times .4}$$

$$= \frac{3.7 \times 1400 \times .24}{3.5 + 3.7 \times .24} = \frac{1243.2}{4.4} = 283.5$$

$$n \approx 284.$$

Sampling Procedure

The sampling technique adopted in the research was the probability sampling method. The major probability sampling method adopted was the stratified random sampling method. This was designed to give equal chance of selection to every staff of the companies.

Sample Size Distribution

In order to determine the number of questionnaire that went to different strata of the population, Bowley's proportional allocation formula was applied (Kumar, 1976).

Thus:

$$nh = \frac{nN_h}{N} \quad (\text{Kumar, 1976})$$

Where: nh = Proportional sample size
 n = Total sample size
 N_h = Population of each stratum
 N = Total population
 nh = Sample of the stratum

Table 1 Distribution of Population of the Study

S/No	Organization	Senior Staff	Junior Staff	Total
1	Juhel, Nigeria Ltd, Emene, Enugu	53	152	205
2	Nigerian Breweries Plc, 9 th Mile Corner, Enugu State	250	691	941
3	Innoson Nigeria Plc Enugu-Abakaliki Express, Emene	69	185	254
Total		372	1028	1400

Source: Field Study, 2015.

Table 2 Distribution of Sample Size

ORGANIZATION			Nh	Total	nh	Total
1	Juhel, Nigeria Ltd, Emene, Enugu	Senior staff	53		11	
		Junior staff	152	205	31	42
2	Nigeria Breweries Plc (NBL)	Senior staff	250		51	
		Junior staff	691	941	139	190
3	Innoson Nigeria Plc Enugu-Abakaliki Express, Emene	Senior staff	69		14	
		Junior staff	185	254	32	46
Total				1400		284

Source: Field Study, 2015

Instrument for Data Collection

The stratified random sampling with a random start was adopted so as to give every unit of the population under study equal opportunity of being selected into sample. Questionnaire was used. In the method both structured and unstructured questions were prepared and to selected respondents. The method thrives mainly a highly literate class. Personnel Interview was also used to enable the respondents express their opinion or some certain issues that could be documented and which the scope of the questionnaire was unable to cover. It was also necessary for confirmation of some information from the questionnaire. The secondary data was collected firms journals, publication, textbooks and the internet.

The questionnaire ranges from number 1-14. The research placed objects in rank order. The point of attitude and numbers were assigned. A 5-point likert scale was used as follows; Strongly Agree (5 points), Agree (4 points), Neutral (3 points), Disagree (2 points), Strongly disagree (1 point). Using the 5 point likert scale a respondent was expected to indicate his/her degree of agreement or disagreement by ticking (✓) in the option that matches his/her option. The response options were weighted and by summing up an individual response to all statement, a total score was obtained which helped in determining respondents stand point on the variable being measured.

Validity of Research Instrument

The instruments validity test was face to face and content validated by the researcher's supervisor, three other experts in instrumentation. Enugu State University of Science and Technology, Enugu was approached. The validators were requested in writing to examine the clarity of expressions used, appropriateness of language as well as relevance of the contents to the objectives of the study.

Reliability of the Research Instrument

Reliability of a test instrument is the consistency of the test in measuring wherever it purpose to measure. The questionnaire was developed using Likert scale and was administered to the sample of the study. A test-retest method was used to make the questionnaire reliable. This was done by administering copies of the prepared questionnaire to the sample of the study, after a period of time, the same questionnaire was re-administered. Spearman's Rank Correlation coefficient (r_s) was used in determining the strength of reliability.

Formula is:

$$r_s = 1 - \frac{6\sum d^2}{n(n^2 - 1)} \quad (\text{Nwabuokezi, 2001})$$

Where r_s = spearman's rank correlation coefficient
 d = difference in rank x_i and rank y_i
 n = sample size.

From the computer values from the instrument administered to the staff (see Appendix B), a spearman's Rank correlation Coefficient (r_s) of 0.92 was obtained. Hence, the test instrument administered to the staff has a very strong reliability.

Techniques of Data Analysis

Data analysis was done by descriptive and inferential statistics. For the analysis of the first, second and third hypotheses; a parametric test called 'Z' test statistic was used to test the

relationship between two categories made up of strongly Agree and Agree, Neutral and Disagree and Strongly Disagree in the category with the aid of the SPSS software. The data were expressed in interval scale.

For the test of the hypotheses chi-square X^2 was used to test hypothesis one, and hypothesis five, Z- test was the statistical tool used to test hypotheses two three and hypotheses four, these were computed with computer aided Microsoft Special Package for Social Science (SPSS). Statistically, the formulae for these tools were presented below:

Chi-Square (χ^2)

$$\chi_c^2 = \frac{(O - E)^2}{E}$$

Where:

- χ_c^2 = Chi-Square calculated
- O = Observed Frequency
- E = Expected Frequency

$$Z\text{-Test}Z = \frac{\bar{x} - \mu}{\frac{\sigma}{\sqrt{n}}}$$

Where:

- \bar{x} = Population Mean
- μ = Sample Mean
- σ = Standard Deviation
- n = Sample Size.

Data Presentation and Analysis

Presentation Of Data

Table 3 Questionnaire Distribution and Collection

S/N	Firms	No Administered	No returned	Percentage Response
1	Juhel, Nigeria Ltd, Emene, Enugu	42	36	14.63
2	Nigerian Breweries Plc, 9 th Mile Corner, Enugu State	190	165	67.07
3	Innoson Nigeria Plc Enugu- Abakaliki Express, Emene	52	45	18.29
Total		284	246	100

Source: Field Survey, 2015.

Table 3 shows distribution and collection of questionnaires. A total of 284 copies of the questionnaire were administered while 246 copies representing 86.62 percent were returned. This shows a very high response rate.

Table 4: Sex Distribution

Option	Respondents	Percentage
Male	180	73.17
Female	66	26.82
Total	246	100

Source: Field Survey, 2015.

From table 4, 180 (73.17 percent) out of the 246 respondents are male while, 66(26.82 percent) are female. This shows that there are more male working in the manufacturing industry in Enugu state.

Table 5: Martial Status of Respondents.

Option	Respondents	Percentage
Single	186	75.61
Married	34	13.82
Widowed	16	6.50
Divorced	10	4.07
Total	246	100

Source: Field Survey, 2015.

Table 5 shows that 75.61 percent of the respondents are single, 13.82 percent are married 6.50 percent are widows while, 4.07 percent are divorced. This shows that there are more single than all other categories in the industry.

Table 6 Educational Qualification

Option	Respondents	Percentage
OND/NCE	146	59.57
B.Sc/HND	60	24.47
M.Sc/MBA	39	15.96
Ph.D	-	-
Total	246	100

Source: Field Survey, 2015.

The table shows that 59.57 percent hold OND/NCE, 24.47 percent of the respondents hold B.Sc/HND, and 15.96 percent hold M.Sc/MBA while none has PhD. This shows that those who hold lower academic qualifications are more in this Industry.

Table 7: Years of Experience.

Option	Respondents	Percentage
0-3 years	32	13.00
3-5 years	40	16.26
5-10 years	174	70.74
Total	246	100

Source: Field Survey, 2015.

Table 7 shows that over seventy percent (70.74 percent) of the respondents have been in the industry for more than six years, 16.26 percent have been in the industry between 3-5 years while

13.0 percent have been in the industry between 0-3 years. This indicates that there is high level of labor turn over in the industry.

Table 8: Respondent's Age

Option	Respondents	Percentage
20-30 years	178	72.34
31-40 years	42	17.02
41-50 years	26	10.64
Total	246	100

Source: Field Survey 2015

Table 8 presents the age of the respondents, 72.34percent are between 41-50 years, 17.02 percent are between 31 and 40, while 10.64 percent were 41-50. Thus shows that are more youths in the industry.

Table 9: Updated and Integrated Management Information affects the frequency of Personnel Appraisal

Option	ORGANISATION				percent
	JUHEL	NBL	INNOSON	FREQ	
S. Agree	21	140	43	212	86.47
Agree	6	19	2	27	11.00
Undecided	1	5	-	6	2.43
Disagree	-	1	-	1	0.40
S. Disagree	-	-	-	-	0.00
TOTAL	36	165	45	246	100

Source: Field Survey, 2015.

Table 9 shows that 86.17percent of the respondents strongly agree that updated management information system increases on the frequency of personnel appraisal, 11.00percent agree that management information system increase personnel appraisal, 2.43percent are undecided, 0.04percent disagree with the fact, while none of the respondents (0.00percent) strongly disagree that updated management information system increases on the frequency of personnel appraisal. From the above, it is observable that greater percentages of the respondents agree that updated management information system increases on the frequency of personnel appraisal.

Table 10: User friendly communication and information system and the spread of knowledge

Option	ORGANISATION				PERCENT
	JUHEL	NBL	INNOSON	FREQ	
S. Agree	18	132	40	190	77.24
Agree	17	25	5	47	19.11
Undecided	1	3	-	4	1.63
Disagree	-	3	-	3	1.22
S. Disagree	-	2	-	2	0.22
TOTAL	36	165	45	246	100

Source: Field Survey, 2015

Table 10 shows that 77.24percent strongly agreed that user friendly communication and information system enhance the spread of knowledge in an organization. 19.11percent agreed while 1.63percent were undecided as to whether user friendly communication and information system affect knowledge sharing. More so, 1.22percent of the respondents disagree and 0.08percent strongly disagreed that user friendly communication and information systems affect knowledge sharing, respectively.

Table 11: Response on the effects of capacity building on labor turnover

ORGANISATION					
Option	JUHEL	NBL	INNOSON	FREQ	PERCENT
S. Agree	23	118	30	171	69.51
Agree	10	40	10	60	24.39
Undecided	1	7	1	9	3.65
Disagree	2	-	2	4	1.63
S. Disagree	-	-	2	2	0.80
TOTAL	36	165	45	246	100

Source: Field Survey, 2015.

Table 11 shows that 69.51percent of the respondents strongly agreed that capacity building has effects on labor turnover, 24.39percent agreed while 3.65percent were undecided. However, 1.63percent of the respondents disagreed that capacity building has effects on labor turnover and 0.80percent strongly disagreed.

Table 12: Our Employees obtain a good extent of new knowledge from business partners (e.g. suppliers, clients)

ORGANISATION					
Option	JUHEL	NBL	INNOSON	FREQ	PERCENT
S. Agree	24	123	30	177	71.95
Agree	11	39	10	60	24.39
Undecided	1	1	5	7	2.86
Disagree	-	1	-	1	0.40
S. Disagree	-	1	-	1	0.40
TOTAL	36	165	45	246	100

Source: Field Survey, 2015.

Table 12 shows 71.95percentour employees obtain a good extent of new knowledge from business partners, 24.39 percent agreed while 2.86percent were undecided as to our employees obtain a good extent of new knowledge from business partners. More so, 0.40percent of the respondents disagreed and 0.04percent strongly disagreed that our employees obtain a good extent of new knowledge from business partners.

Table 13: In our Organization, IT tools are used to support Collaborative work

Option	ORGANISATION			FREQ	PERCENT
	JUHEL	NBL	INNOSON		
S. Agree	29	120	30	179	72.76
Agree	5	38	12	55	22.36
Undecided	1	6	1	8	3.26
Disagree	1	11	3	122	0.40
S. Disagree	-	-	1	1	0.40
TOTAL	36	165	45	246	100

Source: Field Survey, 2015.

From table 13, 72.76percent of the respondents strongly agreed that IT tools are used to support collaborative work in their ability to infrastructure in organizations. 22.36percent agreed with this view while 3.26 percent were undecided. However, 1.22percent disagreed and 0.40percent strongly disagree that IT tools are used to support collaborative work in the organization.

Table 14: Our employees share their knowledge through formal procedures (e.g. reports, organizational procedures and instructions, reports and company publications)

Option	ORGANISATION			FREQ	PERCENT
	JUHEL	NBL	INNOSON		
S. Agree	24	78	20	122	49.59
Agree	6	65	10	81	32.91
Undecided	3	10	5	18	7.34
Disagree	2	7	9	18	7.34
S. Disagree	1	5	1	7	2.84
TOTAL	36	165	45	246	100

Source: Field Survey, 2015.

Table 14 shows that 49.59percent of the respondents strongly agreed that our employees share their knowledge through formal procedures, 32.93percent agreed with this view and 7.34percent of the respondents disagreed and strongly agreed that our employees share their knowledge through formal procedures, this increased the ability to improve respectively. This was supported by the report of the interview of the Juhel Manager who gave credence on the employees in sharing their knowledge with each other.

Test of Hypothesis

Hypothesis One

Capacity building has positive effects on labor turnover to a large extent.

Table 15 is represented here to test this hypothesis.

Option	ORGANISATION			FREQ	Percent
	JUHEL	NBL	INNOSON		
S. Agree	23	118	30	171	69.51
Agree	10	40	10	60	24.39
Undecided	1	7	1	9	3.65
Disagree	2	-	2	4	1.63
S. Disagree	-	-	2	2	0.80
TOTAL	36	165	45	246	100

Source: Field Survey, 2015.

Table 16: Descriptive Statistics

	N	Mean	Std Deviation	Minimum	Maximum
Effect of Capacity building labor turnover in Nigeria Manufacturing industry	738	2.5027	1.48099	1.00	5.00

Table 17: One-sample Kolmogorov-Smirnov test

N		738
Normal Parameters ^{A,B}	Mean	2.5027
	Std. Deviation	1.48099
	Most Extreme Differences	.247
Kolmogorov-Smirnov Z	Absolute Positive	247
	Negative	-190
Asymp. Sig. (2-tailed)		6.718
		.000

a. Test distribution is Normal

b. Calculated from data

From the table, the computed Z-value of 6.718 against tabulated value of 1.96 and a significance of 0.000, the null hypothesis should be rejected. Therefore, it is concluded that capacity building has positive impact on labor turnover in Nigeria manufacturing industry. Aligned with the literature review. The impacts have been through continual process of improvement and facilitation of learning and gradual development of organizational memory Benbya (2014).

Hypothesis Two

Updated and integrated management information system does affect the frequency of personnel appraisal of Nigerian manufacturing firms to a large extent.

Table 18 ORGANIZATION

Option	JUHEL	NBL	INNOSON	FREQ	Percent
S. Agree	29	140	43	212	86.17
Agree	6	19	2	27	11.00
Undecided	1	5	-	6	2.43
Disagree	-	1	-	1	0.40
S. Disagree	-	-	-	-	0.00
TOTAL	36	165	45	246	100

Source: Field Survey, 2015.

Table 19: Cross-tabulation of response from organization

ORGANISATION		JUHEL	NBL	INNOSON	Total
Strongly agree	Count	62	222	53	337
	Expected Count	79.9	186.3	70.8	337.0
Agree	Count	32	67	30	129
	Expected count	30.6	71.3	27.1	129.0
Undecided	Count	19	30	8	57
	Expected count	13.5	31.5	12.0	57.0
Disagree	Count	40	66	48	154
	Expected count	36.5	85.1	32.3	154.0
Strongly Disagree	Count	22	23	16	61
	Expected count	14.5	33.7	12.8	61.0
TOTAL	Count	175	408	155	738
	Expected count	175.0	408.0	155.0	738.0

Table 19 displays the cross-tabulation of observed and expected frequency ranging from strongly agreed to strongly disagree. By careful observation updated integrated management information system has positive impact on the frequency personnel appraisal improvement.

Table 20 Chi-square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	39.912 ^a	8	.000
Likelihood Ratio	39.392	8	.000
Linear-By-Linear Association	.004	1	.947
N of Valid cases	738		

a. 0 cells (.0percent) have expected count less than 5. The minimum expected court is 11.97.

Table (4.17) shows the chi-square test statistics computed from the frequency distributions of table 4.23 The chi-square computed value $\chi^2 = 1.96$ with 8 degrees of freedom and 0.05 level of significance.

Decision

Since the chi-square computed $\chi^2 = 39.912 > \chi^2_t = 1.96$, the null hypothesis should be rejected. Therefore we conclude that updated and integrated personnel information has improvement impact on the frequency of personnel appraisal of Nigerian manufacturing firms to a large extent.

Conclusion

The data statistics revealed that training and development is the most important factor in employee retention. Employers should provide capacity development opportunities for employees to gain new and advance business knowledge and application for organizational development. In the research it is indicated that promotion is not the priority of employees the

preference is awarded to training and development and empowerment practices. The study carried out on the Nigerian manufacturing firms computed that promotions be supplemented with capacity development and employee empowerment if employee retention and loyalty is needed.

Recommendation

The major recommendation in this study is that organizations should give utmost importance to employee's capacity building. Employee capacity building exercises and programs should be introduced to increase knowledge, skills and abilities of employees. These things add up the efficacy power of the employee and he performs to the best of his abilities.

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