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Website: www.aarf.asia Email : **editor@aarf.asia , editoraarf@gmail.com**

CORRELATE BETWEEN EMPLOYEES TRAINING AND DEVELOPMENT AND LEVEL OF PRODUCTIVITY 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 evaluate the relationship between employees training and development and employees level of productivity in Nigerian manufacturing firm. Specifically the study aimed at the following objective: To ascertain the relationship between frequency of training and cost of employee development in Nigerian manufacturing firm; To assess the extent effect of learning on employee's level of productivity in Nigerian manufacturing firm. 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 there was positive impact of frequency of training and cost of employee development, and also learning affects level of productivity positively in an organization to a large extent. The study concludes that training and development would provide opportunities to the employees to make a better career life and get better position in organization. In doing so, organizations efficiency would be increased. The study recommends that training and development of employees should be done from time to time in order to educate the staffs of the organization on how they could response to today's dynamic work environment, management of organization should be such that it can enhance the productivity of employees and by increasing profitability of the organization through the implementation of knowledge management.

Keywords: Employees Training And Development, Employees Level Of Productivity, Nigerian Manufacturing Firm.

Introduction

The main objective of every organization is to improve its performance but it can never be possible without the efficient performance of employees. Therefore, the performance management system came into effect as a management reform to address and redress concerns, organizations had about performance (Sharif, 2002). Performance refers to the accomplishment of something or mere working effectiveness. In an organization performance is realized at the levels of organization, process and individuals and the interrelationships among these will define the vantage points of the organization. Performance contributes to the growth of the organization specifically since they can implement in combination competences and expertise acquired through training and development.

Global business and market are composed of competitors, irrespective of the industry our organization is operating. To develop a competitive advantage, it is imperative for organizations to truly leverage on the employees productivity as a competitive instrument for success in achievement of organization objectives. The need for improvement of employees' productivity and optimal or higher value for the organizations has become an important focus. Organizations seek to optimize their employees' productivity through comprehensive training development programmes not only to achieve business goals but most important is for long term survival and optimum organization productivity. The above can only be accomplish when organizations invest resources to ensure that employees have the required knowledge, skills, competencies and attitude to work productively in a rapidly changing and complex environment. In response to the change, most organizations have embraced the notion of employees training as good competitive advantage that will enhance higher productivity. In contributing to the overall goals of the organization, training and development processes are needed to be implemented as this benefits not just the organization but also the individuals making up that organization. For the organization, training and development leads to improve profitability while cultivating more positive attitudes toward profit orientation. For the individuals, training and development improve job knowledge while also helping in identifying with the goals of the organization.

Employees' training becomes part of an overall effort to achieve cost effectiveness and organization productivity. Hence, organizations need to understand training programmes that would enhance employee satisfaction and improve productivity. In the past years Nigerian has consistently experienced low levels of employees' training and development, in addition other scholars have argued that failure in training employees is a reflection of Nigerian' economy and organizational culture.

Statement of the problem

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 organizations has remained a black box for both scholars and

practitioners. Many organizations are reasonably good at acquiring knowledge but end up wasting this resource by not effectively disseminating it. Recent studies show that knowledge sharing is usually the weakest link in many organizations. How do organizations share knowledge? Many corporate executives believe that training is the main element of knowledge management. Formal training is useful but most knowledge sharing occurs through communication processes that quickly and fluidly share meaningful information across organizational boundaries. Furthermore, education and training system in Nigeria as a source of supply of skill labor to industries over the years invoke concern". Recent studies have shown that employers of labor, always makes every possible efforts to reduce cost of employees training, in view of present drop in oil price in the global market and economic reception experience in Nigeria

Objectives of the Study.

The specific objectives were;

i. To ascertain the impact of frequency of training and cost of employee development in Nigerian manufacturing firm.

ii. To assess the extent effect of learning on employee's level of productivity in Nigerian manufacturing firm.

Literature Review

Concept of Training

Training is a commonly used term which has various meanings to various people, yet it is a very important concept to all society. Some scholars regard training as simply taken to mean impartation of 'knowledge', 'enlightenment' or 'wisdom'. Training is the process of teaching and giving instruction, the process of improving'. Similarly, training is the activity of educating people, and all the policy and arrangements concerning this. Training is the process of developing employees' skills and learning new concepts, rules or attitudes in order to increase effectiveness on a particular job. Management training is the process of developing managers' knowledge, skills and attitude through instruction, demonstration, practice, and planned experience to meet the present and future needs of the business. In other words, training refers to teaching employees required skills and knowledge to perform the assigned tasks effectively and efficiently. Based on the above it is apparent that Training is believed by scholars and practitioners to account for the transforming and improving the knowledge, skills and attitude of employees towards better performance on their jobs, this in turn leads to better organization performance. Therefore, this study defined training as 'involving all activities put in place by organization at filling skills gap and transforming the knowledge, skills and attitude of workers for better performance towards the process of improvement and achievement of organizations objectives'.

Concept of Productivity

According to Ulrich, productivity implies the level or degree of output achieved from a defined input. The 'input' in most organizations is measured as material/equipment costs. Labor hours or production costs. Output may consist of sales, earnings, and market share. Some organizational have proved that employee's knowledge, skills, abilities, attitude, motivation and behaviors affects productivity. The basis for improvement on employees' productivity being from the identification of organization skills gap through skill gap analysis and proceeds with cocktails of training intervention strategies in order to fill skill gaps that is so identified.

Training and development

Training and Development basically deals with the acquisition of understanding, knowhow, techniques and practices. In fact, training and development is one of the imperatives of human resource management as it can improve performance at individual, collegial and organizational levels. As the process of 'increasing one's capacity to take action, organizations are now increasingly becoming particular with organizational learning and therefore collective development. Organizational learning, on the other hand, refers to the "efficient procedure to process, interpret and respond to both internal and external information of a predominantly explicit nature. According to Easterby-Smith (1999), the emergence of the concept of organizational learning is central on the hitherto idea that prior advocacies of learning are tended to its commercial significance and are lacking of empirical information on learning processes. Strategically, organizational learning, which makes use of training and development as one of the several responses, deals with the acquisition of understanding, know-how, techniques and practices. These intellectual intangibles can be translated into an organizational resource through the people that acquire, infer and utilize such towards the achievement of the organization-wide training and development (Armstrong, 2006). Training and development are planned learning experiences which teach employees how to perform current and future jobs more effectively. Sims (2002) emphasizes that training focuses on present jobs while development prepares employees for possible future jobs. Basically, the objective of training and development is to contribute to the organization's overall goal. Closing the skills gap is now a critical area of human resource development for organizations to continuously penetrate the market. Skills gap basically threatens the productivity and competitiveness both in organizational and operational levels. This requires that human resource management professionals should start the cultivation of the workforce from the recruitment period. However, this is not easy considering that there are specific works which require customization of skills and that not all newly hired employees acquire social skills aside from the basic skills. In responding to the challenges of the skills gap and skills deficiency, HR professionals have to develop programs that will address the problem (Sims, 2006). Building the organization hence is an imperative for the existence and survival of modern organizations. Consistently, companies are investing

on their internal customers or employees thus taking advantage of the human capital management. Sense of ownership is also important, requiring HR professionals to develop strategies that will ensure superior knowledge, skills and experience to settle within the workforce. Learning activities shall put skills enhancement and development assignments at its core as well as empowerment and career development. This is lifelong learning which guide the organizations particularly human resource department to make an ongoing investment with organizational members and help them build their competencies (Sims, 2006). The purposes of learning from the employee perspective are basically to acquire skills and knowledge to do the job and to gain promotion and advance career. In facilitating career changes, training and development also caters for the personal and professional developments of the employees. Learning can be defined as knowledge obtained by self-directed study, experience, or both; the art of acquiring knowledge, skills, competencies, attitudes, and ideas retained and used; or a change of behavior through experience (Maycunich 2000). Senge (1990) believes that learning has little to do with taking in information; rather it is a process that enhances capacity. Learning is about building the capacity to create that which one previously could not create. Regardless of individual differences and whether a trainee is learning a new skill of acquiring knowledge of a given topic, the person should be given opportunity to practice what is being taught. Practice is also essential after the individual has been successfully trained (Sims 1990). There are two aspects of practice – active practice and over learning. Active learning allows the trainees to perform the task repeatedly or use the knowledge being learned. Over learning occurs when trainees are given the opportunity to practice far beyond the point where the task becomes 'second nature' and is said to be 'over learned'. The fifth and most important of all which will give life to other four is application because training is useless unless learning can be applied. Thereby, training and development is beneficial not just for the organization itself but also to the individual employees. On the one hand, training and development leads to improved profitability and/or more positive attitudes toward profit orientation, improves the job knowledge and skills at all levels of the organization, improves the morale of the workforce and helps the employees identify with organizational goals (Sims, 1990). On the other, training and development benefits individual employees through helping them make better decisions and effective problem solving, assisting in encouraging and achieving self-development and self-confidence, helping an employee a person handle stress, tension, frustration, and conflict, increasing job satisfaction and recognition and moving the person toward personal goals while improving interaction skills (Sims, 1990).

Knowledge Management Training and cost of employee development of Nigerian manufacturing industry.

Arnold (2010) argues that knowledge ages rapidly and is liable to wear that is why one should constantly learn. Training is a continuous personal transformation. It is cycle and time cumulative process of continuous actualization of year's knowledge [adding new things to year's knowledge repertory. In order

to change your behavior so you can function and act better. It is a permanent change in your knowledge and behavior partly due to repeating experiences. Here, the intention is improving the quality of your thinking and acting in view of the increasing shift from life time employment to life time employability, people must make sure that their knowledge is up to date. An organization is indeed more successful when employees are trained to implement and commercialize knowledge faster than the workers of the competitors. The knowledge infrastructure within organization must be organized in such a way that effective team work, creativity position thinking, self-confidence and good training environment are stimulated by it, for example the use of computers, internet and internet designed of knowledge. In practice, Nigerian manufacturing sector employees have a sense of direction through a collective ambition [mission and vision] and work with all their might to realize this ambition. Because of these, employees feel a strong common bond which motivates them to learn together under this inspiring circumstance, they are also willing to share their knowledge with their colleagues and match their personal objectives with the one's of the organization. Through this learning organization engage on personal and collective ambition. The management of knowledge stream within the organization is essential for this as well as changing the way we think and deal with each other. People must give up their traditional ways of thinking, and have to develop their own skills and be open to change, understand how the whole organization function, formulate the shared vision of the organization together to try to fulfill these ambition as a team. The teamwork has enabled the Nigerian manufacturing products to receive level of excellence, attribute that differentiates a product.

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. 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).

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

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

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:

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

Where:

nh = Proportional sample size

n = Total sample size

Nh = 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, 9th 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	InnosonNigeria 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 the5 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. The suggestions for corrections were finally reflected and worked on.

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: $$r_s = 1 - \frac{6\sum d^2}{n(n^2-1)}$$ (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-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, 9th 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 males 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: Response on Training on and cost of employee development

ORGANIZATION

Option	JUHEL	NBL	INNOSON	FREQ	Percent
S. Agree	23	118	30	171	69.51
Agree	10	35	10	35	22.36
Undecided	3	7	-	10	4.07
Disagree	-	4	3	7	2.85
S. Disagree	-	1	2	3	1.21
TOTAL	**36**	**165**	**45**	**246**	**100**

Source: Field Survey,2015

Table 9 shows that 69.51percent of the respondents strongly agreed that effective training protects loss of customers in organization, 22.36 percent also, agree that knowledge management training reduces cost of employee development, 4.07percent are undecided, while 2.85percent and 1.21percent disagreed and strongly disagreed respectively. In the interview conducted by the researcher, it was observed that the company's encountered some problems or challenges in the training of employees which include finance, personnel and time factor.

Test of Hypothesis

Hypothesis One

Training and cost of employee's development

ORGANISATION

Option	JUHEL	NBL	INNOSON	FREQ	percent
S. Agree	20	130	33	183	74.39
Agree	15	29	7	51	20.73
Undecided	1	5	5	11	4.47
Disagree	-	1	-	1	0.40
S. Disagree	-	-	-	-	-
TOTAL	**36**	**165**	**45**	**246**	**100**

Source: Field Survey, 2015.

Descriptive Statistics

Hypothesis one Regression Descriptive Statistics

	Mean	Std. Deviation	N
Knowledge management Practices	3.7452	1.11098	246
Training	1.3702	.59990	246
Costs of employee development	1.5481	.77247	246

One Sample Kolmogorov-Smirnovz test.

		Knowledge management Practices	Training	Cost of employee development
Pearson (correlation	Knowledge management Practices	1.000	.635	.676
	Training	.635	1.000	.874
	Cost of employee development	.676	.874	1.000
Sig. (1-tailed)	Knowledge management Practices		.000	.000
	Training	.000		.000
	Cost of employee development	.000	.000	
N	Knowledge management Practices	246	246	246
	Training	246	246 246	246
	Cost of employee development	246		246

Model Summary (b)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Walson
1	.682(a)	.465	.460	.81647	.039

a Predictors: (Constant), Cost of employee development, training

b. dependent variable: knowledge management Practices

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1 18.837	2	59.418	89.133	.000(a)
	Residual	136.658	244	.667		
	Total	255.495	246			

a Predictors: (Constant), Cost of employee development, Training

b Dependent Variable: knowledge management Practices

Coefficients (a)

Model		Unstandardized Coefficients		Standardized Coefficients		Sig
		B	Std. Error	Beta	1	
1	(Constant)	2.129	.141		15.049	.00 0
	Training	.350	.194	.189	1.801	.07 3
	Cost of employee development	.734	.151	.511	4.865	.00 0

a Dependent Variable: knowledge management

KMP - 2.129 -K0.350B I-0.734FC

(t = 1.801) (1 = 4.865)

Where; KMP knowledge management practices

T = Training

C = Cost of employee development

R = 0.682

R^2 = 0.465

R^2 = 0.460

F = 89.133

D.W = 0.039

From the above model, KM is the summation of the constant 2.129, 0.350 times Training, and 0.734 times Cost of employee development.

The ANOVA table tests the acceptability of the model from a statistical perspective. The Regression row displays information about the variation accounted for by the model, while the Residual row displays information about the variation that is not accounted for by the model.

The regression sum of squares (118.837) is lesser than the residual sums of squares (136.658) which indicate that fewer of the variation in KMP is explained by the model. The significance value of the F statistic (0.000) is lesser than 0.05, which means that the variation explained by the model is not due to chance. Though the ANOVA table is a useful test of the model's ability to explain any variation in the dependent variable, it does not directly address the strength of that relationship. The model summary table reports the strength of the relationship between the model and the dependent variable.

R, the correlation coefficient, is the linear correlation between the observed and model-predicted values of the dependent variables. The correlation coefficient. of 0.682 indicates that there is a fairly strong, positive relationship between KMP and the other independent variables (T and FC). *R Square,* the coefficient of determination, is the squared value of the correlation coefficient. This shows that 46.5percent of the variation in *ISS* is explained by the model. With the linear regression model, the-error of the estimate is very low, with a value of about 0.81647.Therefore from the above results; the null hypothesis should be rejected. Hence, *(here is a significant relationship between knowledge management Practices,* Cost of employee development, *and Training* .Furthermore, this relationship is positive.

a) Test distribution is normal
b) Calculated from data

From the table (4.18), the computed Z- value of 7.418 against tabulated value of 1.96 and a significance of 0.000, the null hypothesis should be rejected. Therefore, it is concluded that there is positive relationship between frequency of training and cost of employee development in Nigeria manufacturing firm.

Hypothesis Two

Learning positively affects employees' Level of Productivity in Nigeria manufacturing firms to a large extent. Table 4.14 is representing here to test this hypothesis.

Learning and Employees' Levels of Productivity

ORGANISATION

Option	**JUHEL**	**NBL**	**INNOSON**	FREQ	Percent
S. Agree	29	120	30	179	72.76
Agree	5	38	12	55	22.36
Undecided	1	6	1	8	3.26
Disagree	1	1	1	3	1.22
S. Disagree	-	-	1	1	0.40
TOTAL	**36**	**165**	**45**	**246**	**100**

Source: Field Survey, 2015.

Descriptive Statistics

	N	**Mean**	**Std Deviation**	**Minimum**	**Maximum**
Learning affects Employees' Level of Productivity in organizations	738	2.4959	1.38725	1.00	5.00

This table displays the descriptive statistics of learning and employees in level of productivity. Learning had mean score of 2.4959, standard deviation of 1.38725 and number of cased as 246 and employees in level of productivity has mean score of 1.8455, standard deviation of 1.41440 and number of cases of 246.

Correlation

One Sample Kolmogorov-Smirnov test.

		Training and development affect employee performance positively.
N		738
Normal parameters [a.b]	Mean	2.4959
	Std. Deviation	1.38725
	Absolute	.270
Most extreme	Positive	270
Differences		.178
Kohnogorov-Smirnov Z		6.128
Asymp. Sig. (2-tailed)		0.000

a. Test distribution is normal

b. Calculated from data

From the table above the computed Z-value of 6.128 against tabulated value of 1.96 and significance of 0.000, the null hypothesis should be rejected. Therefore, it is concluded that learning increases employee's level of productivity positively to a large extent. The result is supported by the Lei (2013), that a learning organization is one that works to precipitate the lifelong learning and personal development of all its employees while continually transforming itself to changing demands and needs. The frequent goals of learning organizations are improved quality, and continuous measurement.

Conclusion

It is important for organization to get skilled and capable employees for better performance, and employees will then be competent when they have the knowledge and skill of doing the task. Training and Development would provide opportunities to the employees to make a better career life and get better position in organization. In doing so, organizations efficiency would be increased. On the other hand, employees are the resources and assets of an organization if they are skilled and trained, they would perform better than those who are unskilled and untrained. Therefore, the purpose of this study was to find out the relationship between Training and Development and Employees' performance and Productivity.

Recommendations

Training and development of employees should be done from time to time in order to educate the staffs of the organization on how they could response to today's dynamic work environment. Management of organization should be such that it can enhance the productivity of employees and by increasing profitability

of the organization through the implementation of knowledge management. There is a need for organization implementing knowledge to response positively to high performance variables, in order to promote employees performance and productivity.

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