



---

**EFFECTIVENESS OF HUMAN RESOURCES TRAINING AND DEVELOPMENT  
STRATEGY AS A MOTIVATION IN MANUFACTURING FIRMS IN ENUGU STATE**

---

**EZEH, SYLVESTER I. M.**

Department of Management, Faculty of Business Administration  
University of Nigeria, Enugu Campus

**MBAH PAULINUS CHIGOZIE**

Department of Business Administration, Faculty of Management Sciences  
Enugu State University of Science and Technology, Enugu, Nigeria

---

**Abstract**

*The study was to evaluate the effectiveness of human resources training and development as motivation in manufacturing firms in Enugu State. The specific objectives include to: examine the effectiveness of employee health and safety as motivation in manufacturing firms in Enugu state and Find out the extent of effectiveness of promotion and welfare measures as motivation in manufacturing firms in Enugu state. The study was based on the effectiveness of human resources training and development as motivation in manufacturing firms in Enugu State. The study used the survey approach. The primary sources were a personal interview and the administration of a questionnaire to the management and staff of the manufacturing firms in Enugu State. A population of 384 staff was used for the study. The validity of the instrument was tested using content analysis, and the result was good. The reliability was tested using the Pearson correlation coefficient ( $r$ ). It gave a reliability coefficient of 0.79 which was also good. Data were presented using tables and percentages. The hypotheses were analyzed using the F-statistic (ANOVA) tool. The findings indicated that there is effectiveness of employee health and safety as a motivation in selected manufacturing firms in Enugu state is significantly high  $F(95, n=384)=27511.572, P<0.05$  and there is effectiveness of promotion and welfare measure as a motivation in manufacturing firms in Enugu state is significantly high  $F(95, n=384)=27511.572, P<0.05$ . The study concluded that Human resources are the people who make up the workforce of an organization, business sector, or economy. Training and development strategy describes the formal, ongoing efforts that are made within organizations to promote the performance and self-fulfillment of their workers through a variety of educational methods and programs which brings insufficient motivation. Poor motivation and lack of incentives and recognition lead to poor performance like-wise production of poor quality of goods and services. The study recommended that Employee health and safety should consider first for any organization to wants to move further to achieve their objectives. Worker protection makes the employee remain the job and decreases worker turnover.*

**Keywords:** *Effectiveness, Human Resources, Training and development, motivation.*

## **1.0 Introduction**

### **1.1 Background of the study**

Human resource development coordinates the functions of training and development experiences in the organizations. In recent years the scope of human resource development (HRD) has expanded from simply providing training programmes to facilitating learning throughout the organization in a wide variety of ways. There is an increasing recognition that employees can and should learn continuously, and they should learn from experience, from each other as well as from formally structured training programmes. Nevertheless, formal training is still essential for most organizations (Pavlov, 2013). The primary aim of project human resource management is to obtain, develop, and manage the project team that will perform the actual project work. Project human resource management develops human resources plan through project roles, responsibilities for each role, and reporting relationships among the roles. Also, it creates the staff management plan that describes when and how the resource requirements will be met. (Alpari, 2010).

Motivation is an inner state of our mind that activates and directs our behavior. It makes us move to act. It is always internal to us and is externalized via our behavior. Motivation is one's willingness to exert efforts towards the accomplishment of his/her goal. Motivation is Internal and external factors that stimulate desire and energy in people to be consistently interested and committed to a job, role or subject, or to make an effort to attain a goal. Motivation results from the interaction of both conscious and unconscious factors such as the intensity of desire or need, incentive or reward value of the target, and expectations of the individual and his or her peers. These factors are the reasons one has for behaving a certain way. An example is a student that spends extra time studying for a test because he or she wants a better grade in the class (Smriti, 2014).

Trained and efficient employees are committed towards their jobs which is possible through HRD. If employees are provided with proper training and development opportunities, they will feel committed to the work and the organization. Job Satisfaction: When people in the organization are well trained and developed, they show a higher degree of commitment in the actual workplace. This inspires them for better performance, which ultimately leads to job satisfaction. Change Management: HRD facilitates the planning and management of change in an organization. It also manages conflicts through improved labor management relation. It establishes organizational health, culture, and environment which lead to change management.

**Opportunities for Training and Development:** Training and development programs are tools of HRD. They provide an opportunity for employee's development by matching training needs with the organizational requirement (Ukessays, 2015).

Moreover, HRD facilitates the integrated growth of employees through training and development activities. **Performance Improvement:** HRD develops the necessary skills and abilities required to perform organizational operations. As a result of which, employees can contribute to better performance in an organization. This leads to greater organizational effectiveness (Rutu, 2013). It was based on this that gave rise to the study effectiveness of human resources training and development strategy as motivation in manufacturing firms in Enugu state.

## **1.2 Statement of the Problem**

Human resource management employs people, training them, compensating them, developing policies relating to them, and developing strategies to retain them, giving it an even more critical role in today's organizations. Formerly, processing payroll, sending birthday gifts to employees, arranging company outings, and making sure forms were filled out correctly in other words, more of an administrative role rather than a strategic role crucial to the success of the organization. Every organization has policies to ensure fairness and continuity within the organization. Training is also a key component in staff motivation. Employees who feel they are developing their skills tend to be happier in their jobs, which results in increased employee retention.

In today's organizations, challenges as a result of lack of promotion and welfare, health and safety care requirements, Compensation, Worker safety laws, and Labor laws, Pay, Health benefits, Vacation time, Sick leave, Bonuses and retirement plan for employees in the manufacturing firms becomes an issue in the companies or firms.

The consequences remain that there will be the low motivation of workers or employees which result in low productivity or poor output, reduced profitability, staff turnover, lack of growth, challenges with their manager, poor fit with the organizational culture and poor workplace environment.

## **1.3 Objectives of the study**

The broad the objective of the study was to evaluate the effectiveness of human resources training and development as motivation in manufacturing firms in Enugu State. The specific goals include to:

- i. Examine the effectiveness of employee health and safety as motivation in manufacturing firms in Enugu state.
- ii. Find out the extent of effectiveness of promotion and welfare measures as motivation in manufacturing firms in Enugu state.

#### **1.4 Research Questions**

- i. What is the effectiveness of employee health and safety as motivation in manufacturing firms in Enugu state?
- ii. To what extent does the effectiveness of promotion and welfare measures as motivation in manufacturing firms in Enugu state?

#### **1.5 Statement of Hypotheses**

- i. The efficiency of employee health and safety as motivation in manufacturing firms in Enugu state is significantly low.
- ii. To what extent does the effectiveness of promotion and welfare measures as motivation in manufacturing firms in Enugu state significantly low?

### **2.0 Literature Review**

#### **2.1 Conceptual Review**

##### **2.1.1 Effectiveness**

Effectiveness is the rate to which objectives are achieved and the extent to which targeted problems are solved. In contrast to efficiency, effectiveness is determined without reference to costs and, whereas efficiency means "doing the thing right," effectiveness means "doing the right thing." Effectiveness is the capability of producing the desired result or the ability to produce the desired output. When something is deemed effective, it means it has an intended or expected outcome or produces a deep, clear impression (Business Dictionary, 2012). It is how well a business and the people in it perform value-creating tasks, and how well the business functions worth together. Effectiveness can be applied to many areas of business activities. From a managerial standpoint, business is effective if its people are performing their required tasks. The more consistently employees perform tasks properly, the more effective they are. This includes proper use of communication, technology, organizational and individual knowledge, and resources. Measures of effectiveness can also be used to describe production in a manufacturing setting. In this case, a process is considered effective if the productivity achieved the desired specifications. In other words, did the product turn out the way that the organization intended? Over a period, the more often that products come out meeting specified criteria, the more

effective the process is considered. One important note is that effectiveness does not measure efficiency. In other words, effectiveness does not measure how much time or inputs are used in production. (Accounting Dictionary, 2016)

### **2.1.2 Human resource**

Human resources are the people who make up the workforce of an organization, business sector, or economy. "Human capital" is sometimes used synonymously with "human resources," although human capital typically refers to a more small effect (i.e., the knowledge the individuals embody and economic growth). Likewise, other terms sometimes used include workforce, talent, labor, personnel, or simply people. A human-resources department (HR department) of an organization performs human resource management, overseeing various aspects of employment, such as compliance with labor law and employment standards, administration of employee benefits, and some aspects of recruitment and dismissal. **HRM** means to Select, Develop, Motivate and Maintain human resources, in the organization. It first selects the right human resources or staff (i.e., managers and employees). It trains and develops them. It motivates them by giving them recognition and rewards. It also provides them with the best working conditions. (Gaura, 2011).

### **2.1.3 Training and development strategy**

Training and development strategy describes the formal, ongoing efforts that are made within organizations to improve the performance and self-fulfillment of their employees through a variety of educational methods and programs. In the modern workplace, these efforts have taken on a broad range of applications from instruction in highly specific job skills to long-term professional development. In recent years, training and development have emerged as a formal business function, an integral element of strategy, and a recognized profession with distinct theories and methodologies. More and more companies of all sizes have embraced "continual learning" and other aspects of training and development as a means of promoting employee growth and acquiring a highly skilled workforce. The quality of employees and the continual improvement of their skills and productivity through training are now widely recognized as vital factors in ensuring the long-term success and profitability of small businesses. Employees today must have access to continual training of all types to keep up. If workers stand still, the firm will lose the competency race (Kim, 2009).

#### **2.1.4 Motivation**

Motivation is something stemming from within a person; motivation refers to a dynamic driving force, which stems from within. It is an "inner striving condition, which activates or moves the individual into action and continues him in the course of action enthusiastically." Thus, motivation is defined as an inner state that activates, energizes or moves behavior towards goals. And, the forces inside the individual that inspire him to continue work are variously called as wishes, drives, needs, etc. Motivation is the "core of management." Motivation is an important function performed by the manager for actuating the people to work for the accomplishment of organizational objectives. Issuance of well-conceived instructions and orders does not mean that they will be followed. A manager has to make appropriate use of various techniques of motivation to enthuse the employees to support them. Effective motivation succeeds not only in having an order accepted but also in gaining a determination to see that it is executed efficiently and effectively. Motivation is an active and dynamic instrument in the hands of a manager for inspiring the workforce and creating confidence in them. Through the motivation of the workforce, management creates 'will to work' which is necessary for the achievement of organizational goals and objectives. Motivation is the process of getting the members or the group to pull weight effectively, to give their loyalty to the group and to carry out properly the purpose of the organization (Rensis, 2012).

#### **2.1.5 Manufacturing**

It is the production of merchandise for use or sale using labor and machines, tools, chemical and biological processing, or formulation. The term may refer to a range of human activity, from handicraft to high tech, but is most commonly applied to industrial production, in which raw materials are transformed into finished goods on a large scale. Such finished goods may be sold to other manufacturers for the production of other, more complex products, such as aircraft, household appliances, furniture, sports equipment or automobiles, or sold to wholesalers, who in turn sell them to retailers, who then sell them to end users and consumers (Bailey, David, and Soyoung, 2013). Manufacturing engineering or manufacturing process are the steps through which raw materials are transformed into a final product. The manufacturing process begins with the product design and materials specification from which the product is made. These materials are then modified through manufacturing processes to become the required part. Modern manufacturing includes all intermediate means needed for the production and integration of a

product's components. Some industries, such as semiconductor and steel manufacturers use the term fabrication instead.

### **2.1.6 Employee health and safety**

It is a multidisciplinary area concerned with the safety, health, and welfare of people at work. The goals of employee safety and health programs include fostering a safe and healthy work environment. ESH may also protect co-workers, family members, employers, customers, and many others who might be affected by the workplace environment. To provide for the health and safety of persons at work and for the health and safety of persons in connection with the use of plant and machinery; the protection of persons other than persons at work against hazards to health and safety arising out of or in connection with the activities of persons at work; to establish an advisory council for occupational health and safety; and to provide for matters connected therewith (Gazette, 2013).

### **2.1.7 Effectiveness of promotion and welfare measure**

The effectiveness of promotion and welfare measure helps the Employees' to work with keenness in his/her work assignment. Welfare refers to those measures of the organization which aims at promoting the physical, psychological, and general wellbeing of the employees. The basic aim of welfare measures is to improve the living and working conditions of the employees along with their families. Employees are essential for the production in a steel organization. They deserve to be treated with respect and to be provided with proper welfare facilities and incentives normally employees' families are included when welfare measures are taken by the organization since the employees' well-being cannot be achieved in isolation from their family. The employees' welfare measures include some or all of the amenities provided in or near the organization and related to the working and living conditions. The employees' welfare measures provides better life and health to the employees, makes the employees happy and satisfied, relieves the employees from work fatigue and to improve the intellectual, cultural and material conditions of the employees (Satyendra, 2015).

### **2.1.8 Compensation management**

Compensation management is used to indicate the employee's gross earnings in the form of financial rewards and benefits. It is a system of rewards that can motivate the employees to perform. Compensation management remains a tool that is used to foster values and culture. It serves as an instrument that enables an organization to achieve its objectives. The management ensures that the compensation structure is designed after taking into account certain factors such

as qualification, experience, attitude and prevailing rates in the markets. Compensation means the reward that is received by staff for the work performed in an organization. It is an important function of human resource management. Employees may receive financial and non-financial rewards for the work performed by them. Financial compensation includes salary, bonus, and all the benefits and motivation, whereas non-financial compensation includes awards, rewards, citation, praise, recognition, which can motivate the employees towards highest productivity. Compensation is a tool used by management for safeguarding the existence of the company. Compensation can be of two types direct and indirect. **Direct Compensation:** Basic pay, dearness allowance, cash allowance, and Incentive pay, bonus, commission, profit sharing, a stock option. **Indirect Compensation:** Legal requirement, Provident fund, Gratuity (Smriti, 2012).

## **2.2 Theoretic Review**

### **Equity Theory (John Stacey Adams, 1963)**

John Stacey Adams put forward his Equity Theory on job motivation in 1963. The theory acknowledges that subtle and variable factors affect each assessment and perception of their relationship with their work, and thereby their employer. However, awareness and cognizance of the wider situation - and crucially comparison - feature more strongly in Equity Theory than in many other earlier motivational models. Adams (1963) introduced the idea that fairness and equity are key components of a motivated individual. Equity theory is based in the idea that individuals are motivated by fairness, and if they identify inequities in the input or output ratios of themselves and their referent group, they will seek to adjust their input to get to their perceived equity. Adams suggested that the higher an individual's perception of equity, the more motivated they will be and vice versa: if someone perceives an unfair environment, they will be de-motivated. The easiest way to see the equity theory at work, and probably the most common way it does impact employees, is when colleagues compare the work they do to someone else that gets paid more than them. Equity theory is at play anytime employees say things like, 'John gets paid a lot more than me, but doesn't do nearly as much work,' or 'I get paid a lot less than Jane, but this place couldn't operate without me!' In each of those situations, someone is comparing their effort-to-compensation ratio to someone else's and is losing motivation in the process.

Equity theory focuses on determining whether the distribution of resources is fair to both relational partners. Equity is measured by comparing the ratio of contributions (or costs) and benefits (or rewards) for each person (Gill and Stone, 2010). The belief is that people value fair

treatment which causes them to be motivated to keep the fairness maintained within the relationships of their co-workers and the organization. The structure of equity in the workplace is based on the ratio of inputs to outcomes. Data are the contributions made by the employee for the organization. The Adams' Equity Theory model, therefore, extends beyond the individual self and incorporates influence and comparison of other people's situations - for example, colleagues and friends - in forming a comparative view and awareness of Equity, which commonly manifests as a sense of what is fair. When people feel fairly or advantageously treated they are more likely to be motivated; when they feel unfairly treated they are highly prone to feelings of disaffection and demotivation. The way that people measure this sense of fairness is at the heart of Equity Theory. Everyone in the workplace is motivated by something. This motivation could be external, such as money, and status, or internal, such as a desire to do a good job. Leaders and managers have sought to understand the theories of motivation and then test them in the workplace to increase the productivity and effectiveness of their workforce. Adam's Equity Theory goes a step further and states that individuals don't just understand equity in isolation. Instead, they look around and compare themselves to others. If they perceive an inequity, then they will adjust their inputs to restore balance.

### **2.3 Empirical Review**

Chukwuma and Okafor (2014) conducted a study on the effect of Motivation on Employee Productivity: A Study of Manufacturing Companies in Nnewi. The study is aimed at looking into the importance of motivation in the management of people at work, no system moves smoothly without it, and no organization achieves its objective without motivating its human resources. The study, therefore, is to study and come out with the effect and ways of motivating worker in the organization, hence comparative study of Manufacturing firms in Nnewi, Chicason group Nig Ltd, Ibeto group of company Nig Ltd, Capital Oil and Gas Nig Ltd, Cultix Cable Nig Ltd, and Innoson Motors Nig Ltd. Descriptive and inferential statistics were used in the analysis of the data. Necessary literature was reviewed. During the analysis of the data, it was discovered that the goal of motivation is to cause people to put forth their best efforts with enthusiasm and effectiveness to achieve and hopefully surpass organizational objective. It is evidence that workers of manufacturing firms in Nnewi are poorly motivated; hence low productivity. Findings from the research on the productivity of manufacturing firm's staff are reported. Two sets of questionnaires were employed in the study. One game was administered on management staff and the other on junior faculty. The study reveals that salaries paid to a junior team in the

company were decidedly below the stipulations of Nigerian National Joint Industry Council. It further indicates that the junior staff is rarely promoted and the junior staff prefers financial incentives than nonfinancial incentives. The study recommended that the increase in salary via promotion; overtime allowance and holiday with pay should be used as motivational tools.

Bharati, (2015) conducted a study on the effect of Employee Satisfaction on Organization Performance: An Empirical Study in Hotel Industry. The objective of the study revealed the relationship between employee satisfaction levels and the performance of the employees by their satisfaction levels. People Management is an essential aspect of organizational processes. Every organization in the present scenario wants to conduct feedback about employee satisfaction and then take necessary actions on the input provided by the employees. This sense of influence can be a very critical element to nature employee satisfaction. Also, this can help to build in employee commitment towards the organization. A well-managed business organization considers the average employees typically as the primary source of productivity gains. These organizations recognize employees rather than capital as the core foundation of business and contributors to secure development. Employee satisfaction was measured on parameters like financial benefits, work environment, role clarity, employee relations, employee welfare, and work stress. The sample size taken was 105 across all the departments in leading of the hospitality sector. A 4 point Likert Scale questionnaire was used for collecting the data. The data analysis showed that the satisfaction level of the employees in the organization was very high which resulted in the smooth running of the organization.

Muogbo, (2013) conducted a study on the Impact of Employee Motivation on Organisational Performance (A Study of Some Selected companies In Anambra State Nigeria). The study examined the effect of Employee Motivation on Organisational Performance of selected manufacturing firms in Anambra State. 103 respondents selected from 17 manufacturing firms across the three senatorial zones of Anambra State. The population of the study was 120 workers of manufacturing chosen firms in Anambra State. The study used descriptive statistics (frequencies, mean, and percentages) to answer three research questions created for the study. The Spearman Rank Correlation Coefficient was used to test the three hypotheses that guided the study. The result obtained from the scrutiny revealed that there existed a relationship between employee motivation and organizational performance. The research shows that extrinsic motivation given to workers in an organization has a critical influence on the worker's performance. This is in line with equity theory which emphasizes that equality in the

remuneration package tends to produce a higher return from workers. The researcher recommends that all firms should create extrinsic rewards in their various firms to increase productivity. On the bases of these findings, workers are continually challenged to develop pay policies and measures that will enable them to attract, motivate, retain and satisfy their employees. The researcher, therefore, suggest that more study should be conducted on the relationship and influence of payment on workers performance using many private and public organizations which will be a handy tool that could be used to provide solutions to peoples conflict that has resulted from the poor reward system

Nnamani, Ozobu, and Ejim, (2015) conducted a study on the Effect of Employee Motivation on Organizational Performance of Selected Manufacturing companies in Enugu State. The study evaluates the impact of staff Motivation on Organizational Performance of selected manufacturing companies in Enugu State. The purpose of the study include among others include to assess the effect of workers incentives on organizational performance and also to determine the impact of salary as a factor that increases the motivation of an employee in an organization. The population of the study was 120 staff of selected manufacturing companies in Enugu State. And the sample size is 103, which was gotten with Yaro Yameni formula. The study used descriptive statistics to answer three research questions created for the study. The Spearman Rank Correlation Coefficient was used to test the three hypotheses that guided the study. The findings collected from the analysis revealed that there existed a Relationship between employee motivation and organizational performance. The investigation revealed that extrinsic motivation given to workers in an organization has a significant influence on the worker's performance. This is in line with Equity theory which emphasizes that fairness in the reward package tends to produce a higher return from staff. The researcher recommended that all companies should adopt extrinsic rewards in their various companies to enhance productivity. On the bases of these results, employers are continually challenged to develop pay policies and measures that will help them to attract, motivate, retain and satisfy their staff. The researcher, therefore, suggests that more research should be conducted on the relationship and influence of rewards on workers performance using different private and public institutions which will be a handy tool that could be used to provide solutions to the individual variance that has resulted from poor reward.

Mirjam, Marco, and Kees. (2015) conducted a study on the Effects of Performance Measurement and Compensation on Motivation: An Empirical Study in the University of Groningen. The study analyzes the relationship between pay and performance empirically. Economic and psychological theories predict that the design and implementation of performance measurement and compensation system affect the motivation of employees. Our survey findings demonstrate a positive relationship between the perceived characteristics of the complete reward system and extrinsic motivation. Intrinsic motivation is not affected by the design of monetary reward, but by promotion opportunities. The compensation system also significantly affects work satisfaction and turnover intent. Our findings have both managerial as well as policy implications.

Malak,(2016) conducted a study on the empirical Study on Efficiency and Productivity of the Banking Industry in Egypt the current survey measures the efficiency and productivity change of Egyptian commercial banks from 1995 to 2003, using anon-parametric technique called Data Envelopment Analysis (DEA) and Malmquist Productivity Index. In 1991, Egypt introduced a series of financial reforms to boost the efficiency and productivity of Egyptian banks by limiting state interventions and improving the task of market forces. Enticed by the beautiful transformation of this industry, Findings indicate that over the period covered by this study, Egyptian commercial banks' technical inefficiency was 22 percent. In general, smaller banks were found to be least proficient. Malmquist results for a panel of 24 banks show that the productivity of commercial banks deteriorated by 4 % per year on average during the study period. Moreover, most Egyptian banks operate at an incorrect scale. A vast majority experienced increasing returns to scale (IRS) in their operations, implying that substantial gains could be obtained from altering range via either internal growth or consolidation in the sector. Our primary recommendation for the government is to implement policies that would further reward in the banking sector. We also recommend that the industry create incentive schemes to enhance managerial efficiency through more significant investment in technology and skills enhancement.

### **3.0 Methodology**

The study was based on the effectiveness of human resources training and development as motivation in selected manufacturing firms in Enugu State. The study used the survey approach. The primary sources were a personal interview and the administration of a questionnaire to the management and staff of the manufacturing firms in Enugu State. A population of 384 staff was used for the study. The validity of the instrument was tested using content analysis, and the result

was good. The reliability was tested using the Pearson correlation coefficient (r). It gave a reliability coefficient of 0.79 which was also good. Data were presented using tables and percentages. The hypotheses were analyzed using the F- statistic (ANOVA) tool.

#### 4.0 Data presentation and analyses

**Table 4.1 Response on the statement the level of effectiveness of employee health and safety as motivation in manufacturing firms.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly agree	29	7.6	7.6	7.6
Agree	142	37.0	37.0	44.5
Neutral	80	20.8	20.8	65.4
Disagree	60	15.6	15.6	81.0
Strongly disagree	73	19.0	19.0	100.0
Total	384	100.0	100.0	

*Source: Field survey 2016*

Table 4.1 shows that 29 respondents out of three hundred and eighty-four representing 7.6 percent strongly agree, 142 respondents (37.0percent) agree that there is level of effectiveness of employee health and safety as a motivation in manufacturing firms while 80 respondents (20.8 percent) were neutral, 60 respondents (15.6 percent) disagree and 73 respondents (19.0 percent) strongly disagree that there is level of effectiveness of employee health and safety as a motivation in manufacturing firms in Enugu state.

**Table 4.2 Response on the statement the effectiveness of promotion and welfare measure as motivation in manufacturing firms in Enugu state.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly agree	126	32.8	32.8	32.8
Agree	105	27.3	27.3	60.1
Neutral	20	5.2	5.2	65.3
Disagree	102	26.6	26.6	91.9
Strongly disagree	31	8.1	8.1	100.0
Total	384	100.0	100.0	

*Source: Field survey 2016*

Table 4.2 shows that 126 respondents out of three hundred and eighty-four representing 32.8 percent strongly agree, 105 respondents (27.3percent) agree that there is effectiveness of promotion and welfare measure as a motivation in manufacturing firms in Enugu state while 20 respondents (5.2 percent) were neutral, 102 respondents (26.6 percent) disagree and 31

respondents (8.1 percent) strongly disagree that there is effectiveness of promotion and welfare measure as a motivation in manufacturing firms in Enugu state.

#### 4.1 Test of hypotheses

##### 4.1.1 Hypothesis One: The effectiveness of employee health and safety as motivation in manufacturing firms in Enugu state is significantly low.

###### Model Summary

Model	R	R Square	Adjusted Square	Std. The error of the Estimate
1	.788 <sup>a</sup>	.777	.777	.07251

a. Predictors: (Constant), MOO, TIP, TIR, MFO

###### ANOVA<sup>a</sup>

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	578.630	4	144.657	27511.572	.000 <sup>b</sup>
	Residual	1.993	379	.005		
	Total	580.622	383			

a. Dependent Variable: TEOE

b. Predictors: (Constant), MOO, TIP, TIR, MFO.

###### Where:

TEOE = The effectiveness of employee health and safety as motivation in manufacturing firms.

MOO = My organization, obeys worker safety laws

TIP = There is provision for the health-care requirement in my workplace

TIR = There is room for workforce diversity in my organization

MFO = My firm observe labor laws which encourage workers to work harder

The  $R^2$  {R-Squared} which measures the overall goodness of fit of the complete regression, shows the value as .777 and adjusted to .777. This means that  $R^2$  accounts for 77.7 percent approximately 78 percent. This indicates that the independent variables account for about 78 percent of the variation in the dependent variable. Which shows the goodness of fit? From the result, f-calculated {27511.572} is greater than the f-tabulated {2.7858}, that is,  $f_{cal} > f_{tab}$ . Hence, we rebuff the null hypothesis {H0} and accept Alternative hypothesis which means that the overall estimate has a good fit which also implies that our independent variables are simultaneously significant. We now concluded from the analysis that the effectiveness of

employee health and safety as motivation in manufacturing firms in Enugu state is significantly high.

#### 4.1.2 Hypothesis Two

**The effectiveness of promotion and welfare measure as motivation in manufacturing firms in Enugu state is significantly low.**

##### Model Summary

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate
1	.847 <sup>a</sup>	.844	.842	.09755

a. Predictors: (Constant), MOP,PEI,SWA, TIT

##### ANOVA<sup>a</sup>

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	588.633	4	147.158	15464.521	.000 <sup>b</sup>
	Residual	3.607	379	.010		
	Total	592.240	383			

a. Dependent Variable: TEOE

b. Predictors: (Constant), MOP,PEI,SWA, TIT

#### Where:

TEOE = The extent of effectiveness of promotion and welfare measures as motivation in manufacturing firms

MOP = My organization pays Compensation requirements for example minimum wage

PEI = Private employee information is protected in my organization

SWA = Skilled workers are promoted accordingly in my workplace,

TIT = There is the training of our employees in new technological innovations in my organisation.

The  $R^2$  {R-Squared} which measures the overall goodness of fit of the complete regression, shows the value as .844 and adjusted to .844. This means that  $R^2$  accounts for 84.4 percent approximately 84 percent. This indicates that the independent variables account for about 84 percent of the variation in the dependent variable. Which shows the goodness of fit? From the

result,  $f$ -calculated {15464.521} is greater than the  $f$ -tabulated {2.7858}, that is,  $f$ -cal >  $f$ -tab. Hence, we discard the null hypothesis {H<sub>0</sub>} and accept Alternative hypothesis which means that the overall estimate has a good fit which also implies that our independent variables are simultaneously significant. We now concluded from the analysis that the effectiveness of promotion and welfare measure as motivation in manufacturing firms in Enugu state is significantly high.

#### **4.2 Discussion of Findings**

In the literature review, it observed that Chukwuma and Okafor (2014) aimed at looking into the importance of motivation in the management of workers at work, no system runs smoothly without it, and no organization achieves its purpose without motivating its human resources. This was supported from the result of hypothesis one,  $f$ -calculated {27511.572} is greater than the  $f$ -tabulated {2.7858}, that is,  $f$ -cal >  $f$ -tab. This indicates that from the analysis that the effectiveness of employee health and safety as motivation in manufacturing firms in Enugu state is significantly high. Effectiveness is the capability of producing the desired result or the ability to produce the desired productivity. When something is estimated effective, it means it has an intended or expected product or produces a deep, clear impression. Motivation aims to cause people to put forth their best efforts with enthusiasm and effectiveness to achieve and hopefully surpass organizational objective.

From the result of hypothesis two,  $f$ -calculated {15464.521} is greater than the  $f$ -tabulated {2.7858}, that is,  $f$ -cal >  $f$ -tab. It was concluded from the analysis that the effectiveness of promotion and welfare measure as motivation in manufacturing firms in Enugu state is significantly high. Nnamani, Ozobu supported the result, and Ejim, (2015) in the literature review, there existed Relationship between employee motivation and organizational performance. The extrinsic motivation given to workers in an organization has a significant influence on the worker's performance. This is in line with Equity theory which emphasized that equality in the reward package tends to produce a higher return from workers. Employees today must have access to constant training of all types to keep up! If you don't actively walk against the momentum of skills deficiency, you lose ground. If your workers stand still, your company will lose the competency race (Kim, 2009).

#### **5.0 Conclusion**

Human resources are the individuals who make up the workforce of an organization, business sector, or economy. Training and development strategy describes the formal, ongoing efforts that

are made within organizations to enhance the performance and self-fulfillment of their workers through a variety of educational system and programs which bring insufficient motivation. Inadequate motivation and lack of incentives and recognition lead to weak performance and likewise production of poor quality of goods and services. Maximizing profit and minimizing cost is the key of every business. The higher the productivity level, more successful you will be. So ensuring that productivity levels of your employees are always high should be your main priority by applying sufficient motivation. Motivation refers to a dynamic driving force, which stalks from within. It is an inner striving condition, which activates or moves the individual into action and continues him in the course of action enthusiastically.

### **5.1 Recommendation.**

1. Employee health and safety should be considered first for any organization to wants to move further to achieve their objectives. Worker protection makes the employee remain the job and decreases worker turnover.
2. Promotion and welfare measure should not be left out by any organization(s) to enable their retain the workers and gives them serious willingness to work harder. The effectiveness of promotion and welfare measure helps the Employees' to work with keenness in his/her work assignment.

### **References**

- Accounting Dictionary,(2016). *What is Effectiveness?* Retrieved from <https://www.myaccountingcourse.com/accounting-dictionary/effectiveness>
- Adams, J. S. (1963). Toward an understanding of inequity. *Journal of Abnormal Psychology*, 67, 422-436.
- Administrator,(2016). *Challenges of human resource management and how to manage them.* Retrieved from <https://www.assesshub.com/blog/9-challenges-of-human-resource-management-and-how-to-manage-them/>
- Alpari,(2010). *Training and development meaning definition in human resource management?* Retrieved from [http://www.answers.com/Q/Training\\_and\\_development\\_meaning\\_definition\\_in\\_human\\_resource\\_management](http://www.answers.com/Q/Training_and_development_meaning_definition_in_human_resource_management)
- Bailey, David, and Soyoung (2013).*Kim GE's Immelt says U.S. economy needs industrial renewal.* UK Guardian. <https://en.wikipedia.org/wiki/Manufacturing>
- Bhandari, (2013).*Role of HR in Training and Development.* Retrieved from <https://hr.siliconindia.com/news/Role-of-HR-in-Training-and-Development-nid-139940.html>
- Bharati.D, (2015) *Effect of Employee Satisfaction on Organization Performance: An Empirical Study in Hotel Industry.* Retrieved from [https://www.researchgate.net/publication/265444895\\_Effect\\_of\\_Employee\\_Satisfaction\\_on\\_Organization\\_Performance\\_An\\_Empirical\\_Study\\_in\\_Hotel\\_Industry](https://www.researchgate.net/publication/265444895_Effect_of_Employee_Satisfaction_on_Organization_Performance_An_Empirical_Study_in_Hotel_Industry)

- Bisk, (2012). *Human Resource Management Challenges*. Retrieved from <https://www.villanovau.com/resources/hr/human-resource-management-challenges/#.W8Bj-REvxdg>
- Business Dictionary (2012) *Effectiveness* .<http://www.businessdictionary.com/definition/effectiveness.html>
- Chukwuma and Okafor (2014) Effect of Motivation on Employee Productivity: A Study of Manufacturing Companies in Nnewi. *International Journal of Managerial Studies and Research (IJMSR)* 2,(7), 137-147ISSN 2349-0330 (Print) & ISSN 2349-0349 (Online)[www.arcjournals.org](http://www.arcjournals.org)
- Gaura,(2011). *Human Resource Management HRM - Meaning Features Scope*. <http://kalyan-city.blogspot.com/2011/04/human-resource-management-hrm-meaning.html>
- Gazette(2013). *Occupational Health & Safety Act (85 Of 1993)* <http://www.sun.ac.za/english/policy/documents/occupational%20health%20and%20safety%20act.pdf>
- Gill, D, and Stone, R. (2010). *Fairness and desert in tournaments. Games and Economic Behavior*. 69: 346–364.
- Guerrero, Andersen, and Afifi. (2007). *Close Encounters: Communication in Relationships*, 2nd edition. Sage Publications, Inc.
- Kim, N. J. (2009). *Continuing Education is No Longer an Option*. Puget Sound Business Journal
- Malak.R, (2016). *Efficiency and Productivity of the Banking Industry in Egypt*. Retrieved from [https://www.afdb.org/fileadmin/uploads/afdb/Documents/Knowledge/AEC\\_English\\_p055-588088.pdf](https://www.afdb.org/fileadmin/uploads/afdb/Documents/Knowledge/AEC_English_p055-588088.pdf)
- Mark.G. (2011). *The Role of Human Resources*. Retrieved from <https://books.lardbucket.org/books/beginning-management-of-human-resources/s05-the-role-of-human-resources.html>
- Mirjam.V.P, Marco.F.M, and Kees.C, (2015). Effects of Performance Measurement and Compensation on Motivation: An Empirical Study in the University of Groningen. Article (PDF Available) in *De Economist* 153(3):303-329 · with 703
- Muogbo.U.S, (2013) The Impact of Employee Motivation On Organisational Performance (A Study Of Some Selected Firms In Anambra State Nigeria). *The International Journal Of Engineering And Science (IJES)* 2(7).
- Nayab, (2011). *Facing Modern HR Challenges Head-On*. Retrieved from <https://www.brighthub.com/office/humanresources/articles/83254.aspx>
- Nnamani.E, Ozobu.A and Ejim. E. P. (2015). Effect of Employee Motivation on Organizational Performance of Selected Manufacturing Firms in Enugu State. *World Journal of Management and Behavioral Studies* 3(1): 01-08.
- Pallab.D, (2016). *Consequences of Poor Human Resource Planning*. Retrieved from <https://bizfluent.com/about-5386885-consequences-poor-human-resource-planning.html>
- Pavlov, (2013). *Benefits and Strategies of Human Resource Development (HRD)*. Retrieved from <https://www.ukessays.com/essays/management/human-resource-development-coordinates-the-functions-of-training-and-development-management-essay.php>
- Rensis L. (2012). *Meaning and Definition of Motivation*. Retrieved from <https://www.mbaknol.com/management-concepts/meaning-and-definition-of-motivation/>
- Rutu, P. (2013). *Importance Of Human Resource Development (HRD)*. Retrieved from <https://accountlearning.blogspot.com/importance-of-human-resource.html>
- Satyendra, (2015). *The welfare of Employees and Steel Organization*. Retrieved from <http://ispatguru.com/welfare-of-employees-and-steel-organization/>

- Silicon India, (2013). *Role of HR in Training and Development*. Retrieved from <https://hr.siliconindia.com/news/Role-of-HR-in-Training-and-Development-nid-139940.html>
- Smriti. C, (2012). *Compensation: Meaning, System, and Objectives of Compensation*. Retrieved from <http://www.yourarticlelibrary.com/human-resource-development/compensation-meaning-system-and-objectives-of-compensation/32366>
- Smriti. C, (2014). *Motivation: Meaning and Importance of Motivation (explained with diagram)* retrieved from <http://www.yourarticlelibrary.com/motivation/motivation-meaning-and-importance-of-motivation-explained-with-diagram/35364>
- Ukessays, (2015). *Importance of Human Resource planning in an organization*. Retrieved from <https://www.ukessays.com/essays/management/importance-of-human-resource-planning-in-an-organisation-management-essay.php>