

Effects of Training and Development on the Performance of Small and Medium Textile Manufacturing Enterprises in Nigeria

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Abstract

Human capital is the most critical asset in determining organizational performance. The development of this resource is also critical to an improved performance of the individual and the organization. The study examined the effects of training and development on performance of manufacturing SMEs in Nigeria. A survey approach was adopted in carry out the study. One hundred and eighty two (182) questionnaires were administered on the senior staff of the textile manufacturing SMEs and a total of one fifty three (153) were duly completed and returned. The multiple regression model was used as statistical tool in analyzing the effects of training and development on the manufacturing SMEs performance. The results of the analysis shows that training and development mediated by employee skills, employee attitudes and training methods have significant effects on the performance of manufacturing SMEs. The study also highlights the significance of the employees' skills, attitudes or behavior and training methods in influencing the performance of manufacturing SMEs.

*Keywords: Training, Development, Skill, Attitude, Training Methods,
Small and Medium Enterprises*

Background to the Study

Human resources are one of the most important resources available to any organization. It has been observed that land, building or materials do not increase company productivity, rather it is human capital that runs a business and produces value from existing resources (Dukorvic, 2009). Firm seeks to optimize their workforce through comprehensive human resource development programmes not only to achieve business goals but most importantly for the long term survival and sustainability of the organization performance. Investments in human resource are crucial to fostering technological adoption and thus achieve greater productivity growth (Khan & Mahmood, 2012). Human resource development as core component of human resource system, promotes operational effectiveness and financial performance (Katou, 2009; Oforegbunam & Okorafor, 2010). According to Vathanohas & Thai-ngam (2007), strategies, business models, products and services can all be copied by competitors, but talented and competent employees represent a sustainable source of differentiation to an organization.

There is need therefore to focus more attention on human resource development practices in the Small and Medium Enterprises (SMEs) if the goals of the enterprises are to be successfully achieved. Gamage (2009) argued that despite the growing importance of SMEs research in the last decade, little attention has been paid to the study of training and development practices in the sector. To this end the need for continuous training and development in SMEs to improve employee competencies and competitiveness cannot be overemphasized.

Training and development represents the acquisition of new knowledge and capabilities that are necessary for small and medium enterprises performance to compete in a global market. Effective training and development therefore improves quality of product, reduce wastages, reduce production cost, and increase organizational competitive ability, satisfaction for workers and customers (Ukenna, Ijeoma, Aniowu & Olise, 2010). In the manufacturing organizations worldwide the changes in the organization, workplace philosophy and market demand mix, volume, economy and quick response times have placed additional burden on the skills demand of the entire workforce ranging from the hourly worker to the professional manager (Mukhtar, Aliyu & Sani, 2013). Manufacturing systems are considered essential by most nations for the creation and propagation of wealth, and for improving the standard of living of its workforce. Literature have shown that developed countries such as United States of America, Japan, Germany and Asian – pacific nations like Taiwan, South Korea, Singapore and Hong Kong have manufacturing base that makes up to at least 20 per cent of their Gross Domestic Product (GDP). USA for instance have the largest manufacturing sector in the world and held 20 per cent of market share, generated USD 1.64 trillion worth of goods and contributed 11.5 per cent of total Gross Domestic Product in 2008 (The Manufacturing Institute, 2009). The institute further observed that surprisingly most manufacturing organizations in USA have the issue of designing and operating manufacturing systems that can retain the global economic advantage.

For manufacturing industries in Nigeria to be relevant and competitive in the global market it must be able to produce needed products that have a very high quality, reliable and economical. To achieve these, there is need for the development of high – skilled human resource base to retain or to gain competitive advantage in the global market. Currently, in the country most manufacturing organizations particularly textile manufacturing industries lack the required skilled manpower to produce the desired quality products (Olanrewaju, 2011). More so, that little attention has been paid to the integration of human resources in hybrid manufacturing settings. Integration of human resource to the manufacturing settings is important as evidence have shown that workers are unable to cope with the present job skills they possess. This situation has led to the drastic loss of jobs in the industry (Bello, Iyinbo, Dada, & Oluyori, 2013). It is therefore pertinent as Akinyemi (2012) observed, that in this age of global rivalry, shorter product life cycles, and increased competitive environment has brought new challenges and opportunities to organizations, human resource that contributes to the intellectual capital, social capital and economic capital serves as the most important organization's success and needed to be adequately trained and developed for optimal performance and organizational productivity.

Statement of the Problem

In the global business environment, the pressure of competition, technological development and the global market have imposed the need for continuous human resource development as the key issues in the global strategic efficiency (Durkovic, 2009; Oforegbunam et al, 2010; &Katou, 2009). According to Bamidele (2012) a survey conducted by Manufacturing Association of Nigeria in 2004 revealed that only about 10 per cent of industries run by its members are fully operational and perform at optimum capacity. Joshua (2008) also observed that 70 per cent of the SMEs in Nigeria are either operational or on the verge of folding up while the remaining 30 percent operate below capacity and may fold up in the nearest future. Furthermore, Idemobi (2006) averred that available statistics showed that over 70 per cent of SMEs in cluster areas of South-Eastern Nigeria died within five years of establishment as a result of poor management skills and unfavourable industrial climate.

Jayawarna, Wilson & Homan (2003) observed that among the many reasons for small business failure or slow growth is lack of management skills within the smaller business. There is no denying the fact that the success of SMEs largely depends on the quality of human resource that supports the company.

These factors have led to the rapid decline in the capacity utilization in the industry from 50.75 percent in 2003 to 20.4 percent by 2010 (Mukhtar, Aliyu&Sani, 2013, & Ortom, 2013). Thus, implementation of effective HRD policies and programmes will undoubtedly spur SMEs growth and survival within the competitive business environment through improved skills, attitudes and behavior and effective training methods for personal fulfillment and organizational goal (Oforegbunam et al., 2010 & Yahaya, Othman & Mernda., 2004).

Objective of the Study

The study seeks to investigate the effects of training and development on performance of small and medium textile manufacturing enterprises in Nigeria. Establish whether employee training and development influences the performance of SMEs in the textile manufacturing sector.

Research Hypothesis

Training and development has no significant effect on the performance of Manufacturing SMEs.

Literature Review

In today's increasing competitive business environment any organisation that wants to succeed and to continue to succeed, has to maintain workforce consisting of people who are willing to learn and develop continuously (Pour, Mahadi & Ali, 2009). Training according to Cole (2002) is defined as any learning activity which is directed towards the acquisition of specific knowledge and skills for the purpose of an occupation or task. Training is a systematic acquisition and development of knowledge, skills and attitudes required by employers to adequately perform a task or job to improve performance in the job environment (Okanya, 2008). Employee training and development therefore is any attempt to impart new knowledge and skills based on employee and organisational needs which should result in improved job performance and reflected organisational outcomes such as high productivity, improved quality and service (Nguyen, 2007; Okanya, 2008).

Management development on the other hand is a process of growth and development through which management develop and enhance their capability to manage successfully (Banjoko, 2006) According to Jayawarna, Wilson & Homan (2003), management development is a conscious and systematic process to control the development of managerial resources in the organization for the achievement of goals and strategies. He also observed that among the many reasons for small business failure or slow growth is lack of management skills within the smaller business. There is no denying the fact that the success of SMEs largely depends on the quality of human resource that supports the company. Therefore securing and training high quality personnel are key factors for the growth of SMES (Gamage & Sadoi, 2008).

Employee Skills

The effectiveness of training and development programme is visible when it motivate the trainee to improve his/her performance, clearly demonstrate desired skills, provides an opportunity for active participation, practice, timely feedback on performance and some means for reinforcement (Alipour et al, 2009). Training and development helps to change the skill levels of employee. A skill is the learned capacity to carry out pre-determined results often with the minimum outlay of time, energy or both (Ukenna et al (2010). Increased employee skills and abilities are expected to create future returns through increased productivity and business performance (Shih, Chilang & Hsu, 2006). Gamage (2007) asserted that employee skills are key antecedents to firm performance. As

Armstrong (2009) argued, there is need to have people who are innovative, flexible to market demands and are knowledgeable compared to other organisations and this cannot be satisfied unless they invest in developing skills and competencies.

Employee Attitudes

Employee behaviour or attitude will also be influenced by training and development. It will determine if and to what extent employees will use their capabilities within the organisation (Katou, 2009). Thus, if an employee has good attitudes and behaviours such as high job satisfaction, and high job commitment, they are more likely to work for the benefits of the organisation thereby positively affecting the firm's performance (Katou, 2009).

Training Methods

Once performance gap has been identified and training objectives developed, the training programme needs to be designed. According to Obasi (2011), there are two major types of training on-the-job and off-the-job training. On the job training is normally carried out in the workplace by managers, mentors, supervisors to help employees adjust to their work and to equip them with the appropriate skills. According to Alipour et al (2009), training which takes place in environment other than actual workplace is called off-the-job training. Off-the-job training is usually designed to meet the shared learning needs of a group rather than a particular individual's needs. Lectures, computer-based training, games and simulations are the common forms of off-the-job training methods.

Theoretical Framework

This study is anchored on human capital theory. Human capital theory represents an attempt to modify the basic neoclassical ideal model of supply and demand in the labour market which is based on wage level and the relative benefits of work compared with non-work. It recognises that differential education, training and experience levels produce differential costs/earnings in many different labour markets (Gamage, 2008). Wage levels are directly related to the profitability of the products in those markets and to the level of skills, which are developed through training and experience in order to produce those products. Training therefore can be seen as an investment in human capital and the decision to undergo training and acquire skills is seen as a rational choice in the time preference, deferring current gratification in exchange for anticipated future earnings. According to Becker, (2002) the most successful companies and the most successful countries will be those that manage human capital in the most effective and efficient fashion by investing in their workers, encouraging workers to invest in themselves, providing a good learning environment including social capital as well as skill and training. This has further emphasised the relationship between education, training and productivity which cannot be neglected by the owner /managers in SMEs.

Conceptual Framework

The conceptual framework for this study shows the effect of training and development on performance of manufacturing SMEs in Nigeria. The studies reviewed extant literature and discovered that training and development outcomes such as employee resourcing, skills, attitudes and behaviour, knowledge, motivation and training methods effectiveness influences organizational performance (Katou 2009, Gamage 2007, Zakari et al 2011, Okanya, 2008, Alipour, 2009). Therefore, this research uses the tradition established by above authorities in using training and development mediated by employee skills, employee attitudes and training methods as the independent variable and manufacturing SMEs performance as the dependent variable.

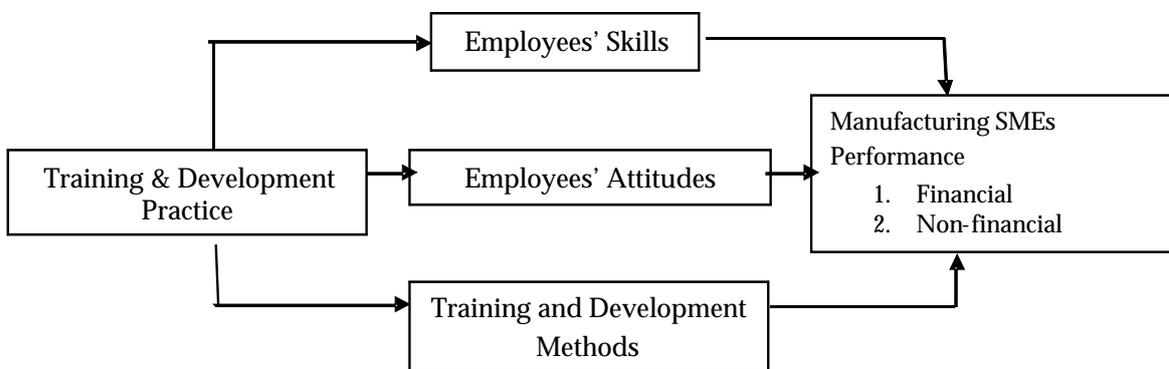


Figure 1: Effects of training and Development on performance of manufacturing SMEs Methodology

Primary and secondary sources of data were employed for the collection of data in this study. The widespread nature of Textile Manufacturing SMEs in Nigeria necessitated the coverage of this study to include both the Northern and Southern regions of Nigeria. The population of the study consist of Textile manufacturing SMEs in Nigeria. Target population comprised 238 senior management employees in 30 registered Textile manufacturing SMEs.

Both descriptive and inferential statistics were used to analyse the data. Regression and Analyse of Variance (ANOVA) tools were employed for the data analysis. Out of 182 questionnaires that were administered, 153 were completed and duly returned. This constituted 84% success rate.

Discussion of Results

Data Presentation

The results of the respondents' responses are presented and analysed in the following Tables with their discussion.

Table 1: Employees with requisite skills and effect on firms' performance

Options	Employees with requisite skills		Effect of Employee skills on Firms' Performance	
	Frequency	Percentage	Frequency	Percentage
Yes	141	92.2%	126	82%
No	12	7.8%	27	18%
Total	153	100	153	100

Source: Field Survey, 2014

The result in Table 1 shows that a vast majority (92.2%) of the respondents possessed the requisite skills while (7.8%) did not possess the requisite skills. On its effect on performance of manufacturing SMEs, a vast majority (82%) of the respondents that indicated it has greatly contributed to the firm's performance while (18%) of the respondents felt that it made moderate contribution to the firm's performance. Only (7.8%) of the respondents were of the opinion that employee possession of the right skills had no positive effect on manufacturing SMEs performance.

The regression analysis results of the influence of employees' skills on manufacturing SMEs performance are as shown in Table 2

Table 2: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.281	.101		12.656	.000
	Skills	.067	.023	.229	2.892	.004

a. Dependent Variable: SMEs Performance $R=0.229$, $R^2=0.052$

The results of the coefficient Table 2 shows that $R=0.229$, $R^2=0.052$ and P-value equal to 0 .000 which is less than 0 .05 at 95% level of significance indicating that employee skills have predictive power over the performance of manufacturing SMEs. It shows that employees' skills have significant effect on the performance of manufacturing SMEs in Nigeria.

The result shows that possessing the right skills is an antidote to decreased efficiency and manufacturing SMEs productivity and a catalyst for improved employee and organizational performance. The findings show that employees possession of right skills contribute greatly to the performance of manufacturing SMEs in Nigeria.

Employee Attitudes

Table 3: Employees Possession of the Requisite Attitude to Enhance Firm Performance

Options	Frequency	Percentage
Yes	119	78%
No	34	22%
Total	153	100.0

Source: Field Survey, 2014

The survey investigated whether the employee of the firms possessed the right attitude for effective job performance. The result in Table 3 shows that a vast majority (77%) possessed the right attitude while (22%) did not. Asked whether employee positive attitude had effect on manufacturing SMEs performance, (80%) of the respondent felt that having positive attitude to work had greatly contributed to the performance of the manufacturing firms while (20%) felt otherwise. The right attitude has brought about smooth working relationship (27.5%), increased in productivity to the firm (35.3%), respect to one another and obedience to the constituted authority (37.3%)

The results of the Regression analysis performed on the variable, employee attitude and performance of Manufacturing SMEs are as shown in Table 4.

Table 4: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.313	.029		45.254	.000
	Attitudes	.194	.020	.620	9.712	.000

a. Dependent Variable: SMEs Performance $R=0.620$, $R^2=0.384$

The results of the coefficient Table 4 shows that $R=0.620$, $R^2=0.384$ and P-value equal to 0 .000 which is less than 0 .05 at 95% level of significance indicating that employee attitude have predictive power over the performance of manufacturing SMEs. It shows that employee attitudes have significant effect on the performance of manufacturing SMEs in Nigeria.

This result implied that the positive attitude of the employees' helps to improve the working relations and commitment of the employees to duty which in turn improved individual and organizational performance. It can therefore be concluded that employee attitudes make significant contribution to the performance of manufacturing SMEs in Nigeria.

Table 5: How Employee Acquire Skills.

Options	Frequency	Percentage
On-the-job training	71	46.4
Off-the-job training	55	35.9
Both	27	17.6
Total	153	100.0

Source: Field Survey, 2014

Table 6: On-the-Job Training Techniques

Options	Frequency	Percentage
Apprenticeship	48	31.4%
Job rotation	10	6.5%
Apprenticeship, Understudy	18	11.8%
Apprenticeship, Job rotation	48	31.4%
Understudy, Job rotation	20	13.1%
All methods	9	5.9%
Total	153	100.0

Source: Field Survey, 2014

The survey sought to find out whether the firms employed appropriate training and development methods in imparting knowledge, skill and attitude on the employees. The result Table 5 and 6 showed that a vast majority (86%) of the respondents were of the view that appropriate training and developments techniques were used in the company. Only (14%) indicated that the company did not use appropriate training methods. When asked to indicate the type of training method used. The result revealed that (46.5%) indicated that their company used on-the job training method (35.9%) indicated that they employed off-the job method while (17.6%) indicated that both on-the job and off-the job methods of training were used in their companies. These results further show that majority of the firms used on-the job training method and few firms 17% combined both on the job and off the job methods to impart skills, positive attitudes and behaviour on the employees.

The respondents were further asked about the variants of on-the job and off-the job methods employed in the manufacturing SMEs. The results showed that (31.4%) indicated apprenticeship, (6.5%) indicated job rotation (11.8%) apprenticeship and under study (31.4%) apprenticeship and job rotation (13.1%) under study and job rotation (5.9%) indicated all the methods were employed. While off-the job method result shows that (60.1%) indicated conferences and seminars, (17.0%) indicated workshops, (22.9%) indicated formal education as off-the job training and development variants used in the manufacturing SMEs.

The regression analysis results of the influence of the organization's training and development methods on performance of manufacturing SMEs are as shown in Table 7

Table 7: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.1702	.269		-6.335	.000
	Training Methods	.763	.063	.704	12.189	.000

a. Dependent Variable: SMEs Performance R=0.704, R²=0.50

The results of the coefficient Table 4 shows that R=0.704, R²=0.50 and P-value equal to 0 .000 which is less than 0.05 at 95% level of significance indicating that organization training and development methods have predictive power over the performance of manufacturing SMEs. It shows that training and development methods have significant effect on the performance of manufacturing SMEs in Nigeria.

The results show that the performance of SMEs depend largely on the quality of training and development programmes such as on-the job and off- the job training methods put in place in the organizations to improve the employees performance which in turn increases the organizational productivity and performance.

Having examined the influences of the mediating variables of employee skills, employee attitudes and training and development methods on performance of manufacturing SMEs, the study carried out a regression analysis on the independent variable, training and development and the dependent variable, performance of manufacturing SMEs. This is to determine whether the training and development are useful in explaining the change in the dependent variable, the performance of manufacturing SMEs in Nigeria. The model fit for this study is in Table 8. This summarises the output of the objective.

Table: 8: Model fitness for Training and Development.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.814 ^a	.662	.587	0.5989

a. Predictors: (Constant), Training and development

The results of the linear regression in Table produced .814 equals to 81.4% positive correlation (R) between training and development and performance of manufacturing SMEs in Nigeria.

The coefficient of determination statistics (R^2) derived shows .662 depicting that training and development can explain 66.2% of the change in the performance of manufacturing SMEs. This results of the linear regression show that there is strong linear relationship between training and development and performance of manufacturing SMEs. This result implies that an increase in training and development intervention such as development of skills, attitudes and behaviour modification as well as delivery of effective training and development method would lead to an improved performance of the manufacturing SMEs in Nigeria. This result is in agreement with Katou (2009) who found that training and development as measured by skills, attitudes and behaviour positively influenced the performance of SMEs. In the same vein, Gamage (2007) found that training and development helps to change the skills and attitudes of which in turn leads to increase productivity and business performance. Oforegbunam et al (2010) also found out that on-the job training and off-the job training methods are critical to human resource development for improving the performance of SMEs. It can be inferred that the performance of SMEs is associated with the level of skills development, right attitudes coupled with appropriate training and development methods to enhance the employees' performance and the SMEs performance results. Furthermore, the researcher investigated the variations due to training and development.

Table 9. ANOVA for Training and Development

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	220406563090.803	1	220406563090.803	31.859	.000 ^b
Residual	1044629894658.315	151	6918078772.572		
Total	10666705509680.120	152			

a. Dependent Variable: Performance of the manufacturing SMEs

b. Predictors: (Constant), Training and development

Results of an ANOVA test performed on the variable, training and development are summarised in Table 9. The result from the table shows that the variable, training and development has a P-value equal to .000 indicating that the model is statistically significant with the P-value less than 0.05 at the 95% level of significance i.e ($P < 0.05$)

From the table 9 and based on the empirical results presented, the Null hypothesis (H_0^2) is rejected and a conclusion reached that at 5% level of significance, training and development play a significant role in the performance of manufacturing SMEs in Nigeria.

Table 10: Correlation Coefficient for Training and Development

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
	B	Std. Error	Beta			
1	(Constant)	399338.263	11916.475		33.511	.000
	Training and development	129.911	72.782	.144	11.785	.000

a. Dependent Variable: Performance of the Manufacturing SMEs

Table 10 shows that training and development have predictive power over the performance of the manufacturing SMEs with P-value equal to .000 which is less than .05 at 95% level of significance. The results show that training and development has significant effect on the performance of manufacturing SMEs in Nigeria.

Using the data presented on table 4.10 a linear regression model of the form,

$Y = X + x$, can be fitted as shown in equation 1.

$$Y = 399338.263 + 129.911X_1 + U.$$

Research findings

1. The study established that a majority of the respondents affirmed that the employees possessed the requisite skills and the right attitude required for effective job performance in the manufacturing SMEs in Nigeria. That respect to seniority and constituted authority, rewards and incentives were used to sharpen employee's right attitude in the workplace. These factors have greatly contributed to the performance of manufacturing SMEs in Nigeria.
2. The findings revealed that employee skills, employee attitudes and training methods have mediating roles on training and development variable in influencing manufacturing SMEs performance.
3. The study established that the firms used more on- the job training method and less off- the job methods to impart knowledge, skills and right attitudes on their staff.
4. The findings of the study also revealed that there is a strong positive linear relationship between training and development and the performance of manufacturing SMEs in Nigeria indicating that training and development of employees significantly influence the performance of Small and Medium manufacturing enterprises in Nigeria.

The findings were in consonant with the literature reviewed that manufacturing SMEs that embarked on effective training and development of employees achieve higher employee productivity and organizational performance than those that have not. Therefore the manufacturing SMEs cannot afford to be left behind any longer in the clamour for increased attention on employees training and development among SMEs.

Conclusion

Based on the findings of the research, the study concludes that training and development has a direct influence on the achievement of optimal performance of manufacturing SMEs. For training and development to achieve this purpose in manufacturing SMEs in Nigeria, the firms should have a well-designed training and development programmes tailored to meet the specific needs of the enterprises. The skill and knowledge imparted should result in improved job performance for the programme to meet the organizational goals. Right attitude in the workplace needs to be emphasized for smooth working relations and increased productivity.

Recommendations

Based on the findings of this study, and for training and development to provide the necessary impetus for improved performance of the manufacturing SMEs in Nigeria, the following are the recommendations of the study:

1. There is need to improve upon the present level of commitment to the training and development programme by the management and employees. The programme should be designed to have significant impact on the skills, knowledge and attitudes of the participants which are key ingredients for effective job performance.
2. The training methods should be relevant to the trainees need and the needs of the organizational in order to enhance the competency and right attitude of the workforce. The company should therefore employ both on-the job and off-the job training methods with emphasis on off the job method tailored to meet the employee's goals and the overall organizational goals and objectives.
3. Professionals with technical know-how should be employed in designing, implementation and evaluation of the training and development activities in the manufacturing SMEs. The training needs must be appropriately determined and analysed at the individual, task/ occupational and organizational levels. Involving everyone that are directly or indirectly connected with the programme will definitely reduce cost, time and serve as strong incentive to the stakeholders to see it as collective effort and jointly working for the success of the programme.
4. There is need for SMEs owners/managers to see training and development as an investment in human resources that have long term returns rather than cost in order to derive the maximum benefits to both the employees and the organizations.

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