

TRAINING AND EMPLOYEE RETENTION OF MANUFACTURING COMPANIES IN NIGERIA

UKPONG, UWEM JOHNSON^{*}, OSSIA, ETHELBERT NDUKA^{**},
MADUABUCHI CHINYERE EMEKA^{**}

ABSTRACT

This paper examined the relationship between training as a dimension of Manpower Development and employee retention in manufacturing companies in Nigeria. The study adopts an ex. post-facto research design, involving a population of 315 employees. The research data was collected through questionnaire and analyzed using Spearman's Rank Order Correlation Coefficient (rs). It was found that Training relates positively and significantly with the three measures of employee retention. There is a significant positive relationship between training and involvement in manufacturing companies in Nigeria. There is a significant relationship between training and commitment in manufacturing companies in Nigeria. There is a significant relationship between training and work-life-balance in manufacturing companies in Nigeria. Based on this, the paper recommends that; manufacturing companies that seek to enjoy employee retention should enhance their manpower development. And that, manufacturing companies that support employee involvement, commitment and work-life-balance should deem it necessary to enhance their employee training.

KEYWORDS: Training, Manpower Development, Employee Retention, Manufacturing Companies.

INTRODUCTION

Manpower development according to Melvin (2014) is the process that projects an organisation human resource requirements or the required number of workforce in an organisation required for the job. As observed by John Wilson (2015), sees human resource development as an improved situation aimed at enhancing the knowledge of employees through learning. Elwood (2017) opined that human resource development is the process that is

aimed at enhancing the expertise of individual through personnel training. As opined by Johnson & Scholes (2012), human resources development is concerned with how organisations enables its workers develop their personal skills, knowledge and abilities by training and other educational enablement. The focus of human resource development is to build a superior workforce and its further help employees better equipped for organisational challenges. Johnson (2017) further

^{*}Akwa Ibom State University.

^{**}Department of Management, Faculty of Business Studies, Ignatius Ajuru University of Education, Port Harcourt.

Correspondence E-mail Id: editor@eurekajournals.com

disclosed that, the intent of the manpower development program is to ensure organisation has the strength of competitiveness by having a qualified and enhanced workforce.

Training is an important ingredient of every organisation if the value and potential of its human resources are to be harnessed and put to optimum use. Human resources are the most dynamic of all the organisation's resources. There is a growing global interest in matters of manpower development and staff retention in organisations globally. Research has demonstrated that the quality of staff in an organisation has a maximum impact on its organisational effectiveness, (Hunt 2015). Demand and competition for highly qualified Staffs has intensified.

Growth in global mobility and shifting demographic profiles, means recruiting and retaining talented and knowledgeable workers and researchers are an ever-increasing challenge. These trends have engendered a more strategic approach to human resource management across the organisations, Eketu (2016) stress that, management should placed the interest of employees above all other interest since they are the driving force of the organisation, because human resource of an organisation enhances the strengths of the organisation. If employees feel that an organisation cares for them, it is more likely that they will respond positively to satisfying the needs of the organisation.

The success of any organisation is predominantly dependent on its human resources. Although there are multiple factors that play a pivotal role, an organisation must have effective employees in order to stay financially solvent and competitive. In order to maintain their competitive advantage, organisations must be aware of the importance of manpower development. Many organisations make the mistake of assuming that employees are only seeking financial benefits for their jobs. Manufacturing companies must have employees

who are able to quickly adapt to an ever changing world market.

Technological advancement ensures that changes are always taking place in the manufacturing companies, this result in skills already acquired by employees' staff becoming obsolete. Organisations therefore need to invest in employee manpower development and fair retention policies in order to remain in business and be successful. It is against this premise that this research work is carried out. And to further examine the relationships of the stated research objectives: to examine the relationship between training and involvement of manufacturing companies in Nigeria, explore the relationship between training and commitment of manufacturing companies in Nigeria examine the relationship between training and work-life balance of manufacturing companies in Nigeria.

STATEMENT OF THE PROBLEM

Odia, (2015) stresses that, "the manpower resource of any nation is a unique index of appraising a nation's economic growth, development and in fact it's economic worth". The same can be said at the organisational level, that is to say that manpower is the mainstay of an organisation. Prior to this time, the emphasis was on how to increase productivity through greater efficiency and other inputs other than manpower. The neglect of manpower development in the scheme of things has exposed many organisations to bad business climate in recent times, for example, the manufacturing companies.

In the light of the above, numerous organisations, especially in the private sector of the economy saw the direct need to pursue an integrated manpower development and organisational objectives. If one recognizes the strategic position of manpower in any organisation, then efforts of every organisation must be geared towards the multiple objectives of an effective

manpower development, which is a prerequisite for the attainment of corporate objectives of an organisation which in this case is maximization of profit.

There are divergent views on the manpower development and retention policy of organisations in Nigeria and its effect on workers' productivity. While some look at it in relation to the intangible benefit of the individual workers (Johnson *et al*, 2018) others are of the view that organisations staff are not motivated enough which hinders their ability to handle their responsibilities, (Melvin 2008) still others are of the view that the corporate policy of the organisation is inadequate to motivate staff to effectively put in their best.

RESEARCH QUESTIONS

The following research questions are stated to guide the study:

1. What is the relationship between training and involvement of manufacturing companies in Nigeria?
2. What is the relationship between training and commitment of manufacturing companies in Nigeria?
3. What is the relationship between training and work-life balance of manufacturing companies in Nigeria?

RESEARCH HYPOTHESES

The following hypotheses were stated to guide the study:

1. Ho₁: There is no significant relationship between training and involvement in of manufacturing companies in Nigeria.
2. Ho₂: There is no significant relationship between training and commitment of manufacturing companies in Nigeria.
3. Ho₃: There is no significant relationship between training and work-life balance of manufacturing companies in Nigeria.

REVIEW OF LITERATURE

CONCEPT OF TRAINING

Akpotu (2019) sees 'training' as a retention strategy, and went further to stress that looking at training within the context of the organisation "is like discussing a child in a parent". Eketu (2016) stress that, the human assets grow and increase in value; maintaining and upgrading employees' skills not only tend to increase productivity; but also increase commitment and motivation. According to Beach as in Ozioko (2012), the approach to manpower development within the firm will vary according to the technology, traditional policies and the value of management.

Manpower development is the continuous process of impacting new information, skills, attitude and ideas to employees dictated by the requirement of job change (Modupe, 2008, Robert & Nelson 2014). According to Robert & Nelson (2014), it means that manpower development is the process of preparing the total quantitative and qualitative human asset in an organisation so that they can move with the organisation as they develop, change and grow. Manpower development was defined by Conroy (2000) as a purposive effort intended to strengthen the organisation's capability to fulfill its mission effectively and efficiently by encouraging and providing for the growth of its own human resources. Manpower development benefits the employee, the organisation and the society at large. It is worthy to note that skill acquisition enriches the quality of human knowledge, preparing employees to undertake specific tasks and employment functions which help to transform the environment. Learning organisations understand that any fund spent on capacity development has both immediate and long term impact on the organisation and the community it operates (Robert & Nelson 2014).

Armstrong (2004) stressed that, manpower development is concerned with the provision of learning, development and training opportunities in order to improve individual, team and organisational performance. Similarly, Akintayo & Babajide (2005), opined that; manpower development programs had been found to have the capacity of influencing high turnover of profit, improved quality of service, better use of human resources, increased safety on the job (reduced number of accidents), increased staff motivation, less resistance to change, less cost due to human errors, more efficiency and productivity yet is the most difficult to manage because they are 'thinking beings with emotions, sentiments and attitudes which are complex according to Training Directory Nigeria (2010). In their words, organizations must develop appropriate policies for attracting, motivating and retaining their staff.

TRAINING

One area of manpower development which is relevant in the effective use of employees is training and development (Egbo & Okeke, 2009; Ozioko 2012; Akpotu 2016). They went further to stressed that it is only few people who argue against the importance of training as a major influence on the success of an organisation. Similarly, Eketu (2014) rightly observed that training and development of human resources in an organisation are sine-qua-non to the growth and development of any organisation. The exploitation and utilization of the material resources towards achievement of the goals and objectives of an organisation and government in turn as a function of effective manpower development program, In collaboration with this, Onah (2003) posits that the importance of staff training and development in any organisation is clear if we recognize that the structure that sustains every organisation depends on the individuals that operate the structure.

Training and development has been noted to be a very imperative component of organisational performance (Johnson *et al*, 2017). However, it is not an end goal rather training is observed as a means to an end-the end being productive, efficient work organisations, populated by informed workers who see themselves as significant stakeholders in their organisations' success (Byrne, 2009). Eketu (2016) further opined that the increasing attention on workers commitment has shown that organisational effectiveness and efficiency largely depend on the extent to which the workers are committed.

Training and development are basically directed at employees, but its ultimate impact goes to the organization, because the end user of its benefits is the organisation itself (Raja *et al*, 2011; Gunu *et al* 2013). Training will have the greatest impact when it is bundled together with other manpower development practices and these practices are also implemented following sound principles and practices based on empirical research (Abang *et al*, 2009; Gunu *et al* 2013).

The acquisition of requisite skills and competence by person through training and development programs is an important determinant of productivity- it offers the personnel an opportunity imbibing the desired attitude and stream behavior that enforce productivity by helping them learn effective organisation technique and time-tasted efficiency practices in the use of resources. By so doing, the individual workers develop the necessary self confidence in him or herself and limits the supervisory role of managers. Hence, human beings need training and development in order to be effective and productive in their work (Egbo & Okeke, 2009; Ozioko 2012).

THE CONCEPT OF EMPLOYEE RETENTION

Employee retention is a critical challenge facing employers in organisations this is as a result of the shortage of skilled labor, economic growth

and employee turnover. (Griffeth and Hom, 2001) report that turnover costs can run as high as 200 percent of the exiting employee's salary, depending on his or her skill level. According to the newsletter of the International Association of Professionals in Employment Security, "organisations had in recent years understood the importance of empowering its employees, knowing that it takes the organisations additional time and efforts to recruit and retain employees" (Johnson *et al*, 2017).

Employee Retention involves taking measures to encourage employees to remain in the organisation for the maximum period of time (Griffeth & Hom 2001; Edward 2011). Organisations are facing a lot of problems in employee retention these days. Hiring knowledgeable people for the job is essential for an employer. But retention is even more important than hiring.

Many organisations face the challenges of insufficient empowered human resources. And as such organisations are searching for the empowered human resources that would handle the affairs of the organisation for the sustenance of its development drive. If an individual is not satisfied with the job he's doing, he may switch over to some other more suitable job. In today's work environment, it becomes very imperative for organisations to retain their employees, the reason may be personal or professional; these reasons should be understood by the employer and should be taken care of. Many organisations have taken cognizance of the importance of manpower development as an effective approach to retaining its workforce (Alfred 2017). The top organisations are at the top because they value their employees and they know how to keep them glued to the organisation. Employees stay and leave organisations for various reasons.

MEASURES OF EMPLOYEE RETENTION

There are several reasons why an employee will chose to stay or leave an organisation likewise,

there are reasons why an organisation will retain or replace an employee. These reasons are measured in different ways, but this study will use involvement, commitment and work-life balance as measures of employee retention in the manufacturing companies in Nigeria.

EMPLOYEE INVOLVEMENT

Employee Involvement is a term that has been used in the literature on organisations to refer to individuals' attachments to both organisations and their jobs (Ashkanasy, Wilderom, & Peterson 2000; Ricardo & Jerry 2001). Ricardo & Jerry (2001) sees job involvement as "the degree to which a person's work performance affects his self-esteem" (p. 25). They also argue, based on their research findings, that employees who are highly involved in their jobs are also high involved in their organisations (p. 32). However, Etzioni (1975) proposed three different types of involvement: moral, calculative, and alienative. In his opinion, individuals are morally involved if they accept and identify with organisational goals. Calculative involved is when the individuals perceive an exchange agreement with the organisation, and alienatively involved is when they have a negative feelings and attachments to their organisations, but are forced to remain due to a lack of alternatives or a behavioral compliance system that forces them to remain. Employee Involvement is a participative process that uses the entire capacity of workers and is designed to encourage employee commitment to organisational success (Lawler & Mohrman, 1989; Ricardo & Jerry 2001). Moreover, employee involvement is understood as a variety of techniques designed to achieve the objective of giving the employee some combination of information, influence and / or incentives (Cotton, 1993; Ricardo & Jerry 2001).

EMPLOYEE COMMITMENT

Employee commitment is imperative because high levels of commitment lead to several

favorable organisational outcomes. It reflects the extent to which employee's identify with and organisation and is committed to its goals. Biljana Dordevic (2004) stated that the commitment of employees is an important issue because it may be used to predict employee's performance, absenteeism and other behaviors. Hamilton (2015) opined that the organisational commitment is the subset of employee commitment, which comprised to work commitment, career commitment and organisational commitment and also added greater the organisational commitment can aid higher productivity.

Multiple empirical research efforts had advanced understanding about the concepts of organisational commitment, and also further identify the implication of organisational commitment over the performance of the employees at the workplace. Aamir & Sohail (2006) examined the influence of organisational commitment on two—turnover intentions and on the job performance. Rajendran & Raduan (2005) study explores that organisational commitment, leads to positive organisational outcomes. Komal & Samina (2011) stressed that job satisfaction has the highest impact on high employees' commitment and productivity.

According to Wetzels & Lemmink (2000), commitment is the core concept in the relationship-management paradigm and it is an individual enduring attachment to an organisation. Meyer & Allen (1997) posit that the interpretation of commitment is not unanimous when referring to its attitudinal and behavioural nature. This view stands in contrast to viewing it as a multidimensional construct, though mostly applied to a business to business setting (Wetzels, *et al*, 2000). Therefore, it can be interpreted that the uni-dimensional view is referring to an employee to organisation context. In addition, commitment has been taken as uni-dimensional (Gwinner & Gremeler, 2002). Despite the different views on commitment in

the literature, most views support three dimensions of commitment, regardless of the subject being studied (Meyer & Herscovitch, 2001). The three dimensions of commitment reflect different underlying psychological states, namely, affective commitment, continuance commitment and normative commitment. Affective commitment refers to the desire and willingness to stay with an organisation. Therefore, from the discussions, it can be concluded that, commitment has a strong influence on employee retention.

WORK-LIFE BALANCE

Work-life balance program covers a variety of interventions, and include such practices as dependent care leave, childcare subsidies, elder care program, counseling and referral, and flexible working hours (Muchinsky 1977; Edward 2011). As the list suggests, the concept of "work-life balance" recognizes that employees have important family and extra professional obligations that compete with their professional commitments; benefits that may be grouped under this concept therefore allow people to strike a more meaningful and potentially less stressful balance between obligations at the workplace and obligations at home (Edward 2011).

TRAINING AND EMPLOYEE RETENTION

The study conducted by Lorri Freifeld (2013) revealed that, training increases employee retention. Similarly, the study carried out by Abeeha and Bariha (2012) in Pakistan, found a significant positive relationship between employees' training and organisational competitive advantage.

Abang, May, & Maw (2009) on the other hand, pointed out that Lynch and Black in their studies revealed that only off-the job general training improves employee retention whereas on the job training does not. Employee Retention as earlier

said involves taking measures to encourage employees to remain in the organisation for the maximum period of time (Griffeth & Hom 2001; Edward 2011). Johnson *et al* (2017) rightly observed that training and development of human resources in an organization are imperative to the growth and sustenance of any organization.

METHODOLOGY

RESEARCH DESIGN

The study adopts an ex. post-facto research design methods. This is because in ex. post-facto research designs there is no manipulation of the independent variables. Fred, (2017) explains that the variations in ex. post-facto are predetermined in a natural course of events. Attempt was made by the researcher to link these natural differences or variations in the independent variables to a dependent variable of interest as causative agents. However, the study seeks to investigate training as a dimension of manpower development and employee retention in manufacturing companies in Nigeria.

DATA PRESENTATION

Table 1.Questionnaire Analysis

Numbers	Questionnaire	Percentage (%)
No. Sent out	315	100%
No. Returned	303	96%
No. Not Returned	12	4%

Source: Field Survey Data 2019

Table 1 shows that a total of 315 copies of questionnaire were administered, out of which 303 (96%) were retrieved while 12 (4%) were not retrieved. However, 303 (96%) of the retrieved

POPULATION OF THE STUDY

The population of this study at the organisational level consists of the twenty one (21) manufacturing companies in Nigeria. Since the population is less than 30 the research purposefully studied some of the manufacturing organisations operating in Nigeria. However, the researcher used the proportional allocation method. The sample size comprises of three hundred and fifteen (315) managers.

DATA ANALYSIS TECHNIQUES

The data that were collected from the respondents were analysed with the aid of the Statistical Package for Social Science (SPSS Version 20). Specifically, Descriptive statistical tools like tables, frequencies, percentages, Mean scores and standard deviations were used to assess the frequency of the study variables. Spearman’s rank correlation coefficient was used to test the null hypotheses. The regression analysis was also employed to determine the effects of the explanatory variables on the dependent variable.

questionnaire were useful. The 12 (4%) of the not retrieved questionnaire were not correctly or completely filled and were consequently discarded.

Table 2.Result of Reliability Analysis

Variable	Cronbach’s Alpha
Training	0.754
Involvement	0.835
Employee Commitments	0.722
Work-Life-Balance	0.825

Source: Field Survey Data 2019

In order to rely on the result of statistical data analysis, which was based on the data collected by the structured questionnaire, reliability measures were first applied to measure the concepts investigated in the research study. The reliability analysis in Table 2 above indicates that the variables had Cronbach's alpha value of ≥ 0.7 but ≥ 0.7 is Cronbach acceptable level of reliability, thus, it can be accepted that the research instrument measured the variables of

the study. The implication of the result is that if the questionnaire is re-administered the same results will be achieved given the same background. This is an indication of reliability of the research instrument; consequently, the data drawn can be used in analysis, findings and to draw valid conclusions and useful decisions that will give practical and theoretical generalisations on the study variables.

Table 3. Descriptive Statistics on all the Study Variables

Statistics		Training	Work-Life Balance	Manpower Development	Employee Retention
N	Valid	303	303	303	303
	Missing	0	0	0	0
Mean		4.1262	3.8416	4.0355	3.9323
Std. Deviation		.85396	1.02578	.68514	.92132
Sum		1250.25	1164.00	1222.75	1191.50

Source: Field Survey Data 2019

The information in the Table 3 explains the (descriptive statistics) on the dimension of the explanatory variables (Training). The table also showed the (descriptive statistics) on the measures of the criterion variables; Involvement, Employees Commitments and Work-Life Balance.

Specifically, Table 3 revealed that Training has a mean of (4.1262) and a standard deviation of (0.85396). Work-Life Balance has a mean of (3.8416) and standard deviation of (1.02578).

Manpower Development has a mean of (4.0355) and a standard deviation of (0.68514). Employee Retention has a mean of (3.9323) and standard deviation of (0.92132). The mean values of all variables are greater than 3 (the required average of a five-point Likert scale $\frac{1 + 2 + 3 + 4 + 5}{5} = \frac{15}{5} = 3$). The researchers as a result upheld the prevalence of the study variables.

Table 4. Correlation Analysis (Training and Involvement)

Correlations			Training	Involvement
Spearman's rho	Training	Correlation Coefficient	1.000	.712**
		Sig. (2-tailed)	.	.000
		N	303	303
	Involvement	Correlation Coefficient	.712**	1.000
		Sig. (2-tailed)	.000	.
		N	303	303

**Correlation is significant at the 0.01 level (2-tailed).

Source: Field Survey Data 2019

Table 4 above diagram shows that the Spearman's correlation coefficient (r) = 0.712**, this value is high, implying that a strong

relationship exists Training and Involvement. The positive sign of the correlation coefficient means that positive relationships exist between them.

That is to say that an increased employee Involvement is associated with improvement in employee training in the studied manufacturing companies in Nigeria.

TEST OF HYPOTHESIS 1

Ho1 There is no significant relationship between training and involvement in manufacturing

companies in Nigeria.

Table 4 showed that the probability/significant value is 0.000, this value is less than 0.05 level of significance, hence the researcher rejects the null hypothesis and concludes that a significant relationship between training and involvement in manufacturing companies in Nigeria.

Table 5. Correlation Analysis (Training and Commitment)

Correlations				
			Training	Commitments
Spearman's rho	Training	Correlation Coefficient	1.000	.681**
		Sig. (2-tailed)	.	.000
		N	303	303
	Commitments	Correlation Coefficient	.681**	1.000
		Sig. (2-tailed)	.000	.
		N	303	303

** . Correlation is significant at the 0.01 level (2-tailed).

Source: (Field Survey Data 2019)

The above Table 5 explains that the Spearman's correlation coefficient ($r = 0.681^{**}$), the value is high, meaning that a strong relationship exists between Training and Commitment. The positive sign of the correlation coefficient means that positive relationships exist between them. That is to say that an increased employee commitment is associated with improvement in employee training in the studied manufacturing companies in Nigeria.

TEST OF HYPOTHESIS 2

Ho2 There is no significant relationship between training and commitment manufacturing companies in Nigeria.

Table 5 showed that the probability/significant value is 0.000, this value is less than 0.05 level of significance, hence the researcher rejects the null hypothesis and concludes that a significant relationship between training and commitment manufacturing companies in Nigeria.

Table 6. Correlation Analysis (Training and Work-Life-Balance)

Correlations				
			Training	Work-Life Balance
Spearman's rho	Training	Correlation Coefficient	1.000	.667**
		Sig. (2-tailed)	.	.000
		N	303	303
	Work-Life-Balance	Correlation Coefficient	.667**	1.000
		Sig. (2-tailed)	.000	.
		N	303	303

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Field Survey Data 2019

The above Table 6 explains that the Spearman's correlation coefficient (r) = 0.667**, this value is high, implying that a strong relationship exists Training and Work-Life-Balance. The positive sign of the correlation coefficient means that positive relationships exist between them. That is to say that an increased employee Work-Life-Balance is associated with improvement in employee training in the studied manufacturing companies in Nigeria.

TEST OF HYPOTHESIS 3

Ho3 There is no significant relationship between training and work-life-balance in manufacturing companies in Nigeria.

Table 6 showed that the probability/significant value is 0.000, this value is less than 0.05 level of significance, hence the researcher rejects the null hypothesis and concludes that a significant relationship between training and work-life-balance manufacturing companies in Nigeria.

DISCUSSION OF FINDINGS

1. There is a significant relationship between training and involvement in manufacturing companies in Nigeria. Table 4 above shows that the Spearman's correlation coefficient (r) = 0.712**, this value is high, implying that a strong relationship exists Training and Involvement. The positive sign of the correlation coefficient means that positive relationships exist between them. That is to say that an increased employee Involvement is associated with improvement in employee training in the studied manufacturing companies in Nigeria. This finding is in agreement with the study conducted by Johnson *et al* (2014) revealed that, there is a positive relationship between training design and organizational performance vis-avis employee retention. Employee Retention as earlier said involves taking measures to

ensure employees remain in the organization for the maximum period of time (Akpotu 2019).

2. There is a significant relationship between training and commitment in manufacturing companies. The above Table 5 explains that the Spearman's correlation coefficient (r) = 0.681**, this value is high, implying that a strong relationship exists between Training and Commitment. The positive sign of the correlation coefficient means that positive relationships exist between them. That is to say that an increased employee commitment is associated with improvement in employee training in the studied manufacturing companies. This is supported by Abang, May, & Maw (2009) that pointed out that, Lynch and Black in their studies revealed that only off-the job (general) training improves employee retention. Employee commitment is one of the aforementioned employee retention measures.
3. There is a significant relationship between training and work-life-balance in manufacturing companies in Nigeria. The above Table 6 explains that the Spearman's correlation coefficient (r) = (0.667**), this value is high, implying that a strong relationship exists Training and Work-Life-Balance. The positive sign of the correlation coefficient means that positive relationships exist between them. That is to say that an increased employee Work-Life-Balance is associated with improvement in employee training in the studied manufacturing companies in Nigeria. This finding is validated by Raja *et al* (2011) study that revealed that, there is a positive relationship between training design and organizational performance vis-avis employee retention. Employee work-life-balance is one of the aforementioned measures of employee retention.

CONCLUSIONS

The study examined the relationship between of training as a dimension of Manpower Development and employee retention in manufacturing companies in Nigeria. The study adopts an ex. post-facto research design, involving a population of 315 employees. The research data were administered and retrieved through questionnaire and analyzed using Spearman's Rank Order Correlation Coefficient (rs). Based on the study's findings, the following conclusions were drawn; there is a significant and positive relationship between training and involvement in manufacturing companies in Nigeria. There is a significant relationship between training and commitment in manufacturing companies in Nigeria. There is a significant relationship between training and work-life-balance in manufacturing companies in Nigeria.

RECOMMENDATIONS

Based on the study's conclusions, the following recommendations are made.

1. Manufacturing companies that seek to enjoy employee retention should enhance their manpower development.
2. Manufacturing companies that support employee involvement, commitment and work-life-balance should deem it necessary to enhance their employee training, orientation and seminars.

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