

# Human Resources and Organizational Performance of Manufacturing Firms in the South-East, Nigeria

Umeobi, Ngozi Christy<sup>1</sup>; Akam, Godwin Uche<sup>2</sup>; Okeke, M. C<sup>2</sup>

<sup>1</sup>Department of Business Administration and Management, Federal Polytechnic Oko Anambra State.

<sup>1, 2</sup>Department of Business Administration, Chukwemeka Odumegwu Ojukwu University, Igbariam Campus

**Abstract**— This study explored human resources and organizational performance of manufacturing firms in the south-east, Nigeria. This study therefore, hunted to determine the nature of the relationship between training and performance of manufacturing firms in the South-East of Nigeria. Ascertain the nature of the relationship between motivation and performance of manufacturing firms in the South-East of Nigeria. This study was fastened on organizational Learning Theory. This study employed a descriptive survey approach. The population of the study is 2,176 employees, obtained from 250 manufacturing firms under study. a sample size of 471 was drawn from the population by the use of Godden's' formula for finite population. Questionnaire was administered to the employees of manufacturing firms, in top, middle and lower management levels respectively. The hypotheses of the study were tested by simple regression analysis, at 0.05 level of significance, through the use of SPSS computer package version 23. The study has proved that there is a significant positive relationship between training and organizational performance of manufacturing firms in the south-east of Nigeria. The study also revealed that motivation positively influences the organizational performance of manufacturing firms in the south-east of Nigeria. based on the findings of the study, some recommendation were made, which include Human resources, among other organizational resources, should be considered to be unique as one of the major contributors towards performance. Therefore, the human resource managers need to put more effort by investing in people through training and development to enhance knowledge and skills that will enable them identity factors that improve organizational performance in the manufacturing firms in Nigeria among others.

**Keywords**— human resources, organizational performance, organizational Learning.

## I. INTRODUCTION

In order to secure viability and growth, a crucial goal for any organization is to perform well and achieve good results. There can be many means to achieve this, and one possibility is to manage the organization's human resources in such a way that they give rise to increased performance and improved organizational results. Organizations have increasingly acknowledged the fact that the company's human resources are valuable and can be a unique source for competitive advantage. As Barney (2021) takes note of, individuals working in organizations can be a hotspot for upper hand dissimilar to some other resource, in the way that they can be uncommon and difficult to impersonate by contenders. We presently see essentially all bigger organizations having divisions and representatives solely committed to the administration of their human resources. Likewise, we can likewise notice a greater contribution of the HR capability in the organizational vital preparation. Human Resource (HR) has progressively turned

into an essential donor that, on a basic level, could increase the value of the organizations.

While numerous business chiefs view HR as a positive impact in their organization, the division (and its numerous managerial capabilities) is still generally seen as an area of exchanges, an expense place, as opposed to a critical supporter of productivity. This point of view can make it challenging for HR experts to contend powerfully that new drives ought to be completely supported on the grounds that the profit from venture isn't generally promptly clear in a HR procedure Pete Bilski (2021). Subsequently, a developing number of HR divisions have taken a few imaginative, minimal expense ways to deal with assistance demonstrate their worth past managerial capabilities, demonstrating the way that viable HR can have a massive effect on the main concern.

The field of human resource (HR) has been quickly creating to help organizations adjust to a rapidly changing climate and serious work market. Another viewpoint in this field has begun to rule Key Human Resource The board (SHRM), seeing human resources as 'a colleague'. It is a sensible branch-off of organizational turn of events. The fundamental goal of SHRM is to safeguard HRM from its ordinary presence in routine enlistment process and preparing programs that comprise the low finish of significant worth chain. The manageable upper hand of any organization can be kept up with under the condition that the organization's plan, culture and individuals are lined up with its technique and values (Jamieson, 2020). SHRM sees individuals as its most prominent resource and the wellspring of progressing upper hand (Colliander, 2013) The effect of SHRM arrangements and practices on company's performance is a significant subject in the field of HRM, modern relations and modern and organizational brain science (Boudreau, 1991, Jones and Wright, 2012, Kleimer, 2020) Changes made in the connected examination are that a firm' current and potential human resource are significant contemplations in the turn of events and execution of its essential marketable strategy. This idea, reasons that human resource practices can assist with making a wellspring of supported upper hand, particularly when adjusted a company's serious methodology (Start, 2021, Steward 2021, Cappelli and Singh, 2, Jackson and Schuler, 2015, Doorman, 2015, Schuler, 2012, Wright and Mc Mahan, 2012) In both, hypothetical writing and arising the customary way of thinking among human resource experts there is a developing agreement that organizational human resource strategies would be able, if appropriately designed, give a direct and financially huge commitment to firm performance.

### Statement of the Problem

Human resources have been identified as one of the main sources of competitive advantage by many organizations in today's economy (Edvinsson & Malone, 2017; Stewart, 2017; Sveiby, 2017; Mayo, 2021; DTI, 2013; Verma & Dewe, 2014). This is true not only of knowledge intensive organizations, which are based on services and Intangible outputs, but also increasingly of more traditional organizations, both in the private and public sectors. However, human resources are still not recognized in the reporting mechanisms, despite an interest dating back to the 1960s in techniques such as human resource (Fincham & Roslender, 2014; Roslender & Dyson, 2022; Mourtisen, Cheek & Fombrun, 2021).

Moreover, there are divergent opinions on Human Resource in Nigeria manufacturing firm as its impacts are insignificant and not felt. However, in the past, employers of labour have been complaining that employees perform their work efficiently when they are newly employed but over time, their efficiency and performance decrease. Hence, employees have attributed the decrease in efficiency and productivity to the fact that employers do not provide adequate incentives, motivation and training to enable them put in their best. This study would ascertain whether human resource actually effect performance in south east Nigeria of manufacturing firm.

### Objectives of the Study

The broad objective of this work is to assess the degree to which human resources influence performance of manufacturing firms in the South-East of Nigeria. The specific objectives of this work are to:

- 1 Determine the nature of the relationship between training and performance of manufacturing firms in the South-East of Nigeria.
- 2 Ascertain the nature of the relationship between motivation and performance of manufacturing firms in the South-East of Nigeria.

### Hypotheses

These hypotheses were formulated to guide the conduct of the study:

Hi; Training positively influences performance of manufacturing firms in the South-East of Nigeria.

Hi; Motivation positively influences performance of manufacturing firms in the South-East of Nigeria.

## II. REVIEW OF RELATED LITERATURE

### Conceptual Frame Work

#### Human Resources

Human resources incorporate the preparation, experience, judgment, knowledge, connections and experiences of representatives and administrators in the organization. As per Lawler and Mohrman (2000), the human capability should be situated and created as an essential colleague that participates in both the turn of events and execution of methodologies. All in all, the human resource capability ought to be situated as an accomplice, yet an accomplice that takes part in the making of the methodology and leads or if nothing else plays a huge influential position in the full execution process. Untangible

resources for an organization incorporate its human resources. The level of experts and the level of senior chiefs (both vocation SES and non-profession SES) are considered while breaking down the human resource blend. The RBV claims that scant, esteemed, and defectively imitable resources (Kraatz and Zajac, 2001) produce getting through upper hands that lead to performance incongruities after some time. Proficient workers, profession SES, non-vocation SES, and full-time representatives are instances of significant, scant, and defectively imitable resources of an organization that outcome in reasonable upper hands and further developed performance since they meet the previously mentioned four standards for the capability of upper hand.

#### Organizational Performance

Performance involves the adequacy of an organization in satisfying its motivation in this way alluding to something finished, something at present underway, or exercises led in anticipation of new requirements (Louise, 2012). Obviously, various definitions have been offered and north of a few hundred articles and book sections on Organizational viability. An organization is viable when a particular wanted end is accomplished. Osborne and Gaebler (1992) characterized viability as a proportion of the nature of result: How very much did it accomplish the ideal result? Rainey and Steinbauer (2019) contended that adequacy alludes to whether the organization in all actuality does well what it should do, whether individuals in the organization/organization try sincerely and all things considered, whether the activities and techniques of the organization/office and its individuals are appropriate to accomplishing its main goal.

In this manner, organizational performance portrays the limit of a business to satisfy its main goal through solid administration, sound administration and assurance to accomplishing determined organizational objectives inside the set period (Stafford and Miles, 2013). Organizational performance involves the capacity of an organization to understand and completely enhance its true capacity or target additional time. Besides, performance is portrayed as the accomplishment of monetary and non-monetary objectives that empowers a firm to stay reasonable and have both short and long haul supportability (Denison, 2008).

Organizational performance is normally utilized as a respondent variable while directing business research and is considered to have an extraordinary importance in the field of the board. Estimation and examination of organizational performance plays a significant part in changing over objectives into the real world, which is essential and vital in the present cutthroat climate and for the business to succeed and stay pertinent to contest (Popova and Sharpanskykh, 2010).

Organizational performance clears up the degree for which organizations accomplish their objectives in each part of business. Association's cycles will just prevail with the presence of gifted and roused staff, gave exact and earnest data upheld with powerful authority. They will prompt the creation and conveyance of value items and administrations and in the end worked on monetary/non-monetary performance. Notwithstanding, a few techniques have been utilized in conceptualizing and estimating organizational performance

(Wilden, Gudergan and Lings, 2013). Accordingly, organization's performance can be estimated in various standards (French, Wendell and Cecil, 1983). Among them is efficiency, benefits, development, turnover, cost decrease, soundness, union, squander creation, diminishing lead times at all phases of the creation interaction, individuals advancement, adequacy (progress toward objective fulfillment), quality performance, innovativeness, advancement, seriousness (cutthroat profile), consumer loyalty, further developed independent direction, work fulfillment and fruitful item improvement.

The organizational resources are many times utilized as multi-faceted way to deal with estimating organizational performance, where monetary, non-monetary and functional measures accept equivalent significance. In this manner, for estimation of performance, numerous scientists involved cash as well as non-money related performance (Powell, 2015; Choi and Eboch 2018). Also, others have thought about functional performance/measures. Consequently, returning to the writing, it becomes apparent that the most ordinarily involved techniques for estimating organizational performance may generally be place inside monetary, functional and non-monetary performance.

Be that as it may, performance inside the extent of this study is inseparable from functional performance and non-monetary performance including organizational adequacy; and that implies how well an organization accomplishes its motivation or objective. Functional performance concerns the inside tasks of the organizations (it incorporates such things as cost decrease, efficiency and uncommonly item quality, quality performance, squander decrease, decrease of lead times at all phases of the creation interaction and further developed individuals advancement); while non-monetary performance incorporates components like intensity (cutthroat profile), imagination, advancement performance, further developed worker resolve, further developed dynamic limit, consumer loyalty and effective item improvement.

By the by, since organizational performance involves the capacity of an organization to understand and completely advance its true capacity or focuses after some time; it's the obligation of ranking directors to direct and explore their organizations through different objectives determined to accomplish wanted performance (Minkov and Blagoev, 2011).

#### *Human Resources and Organizational Performance*

Human resources incorporate the preparation, experience, judgment, knowledge, connections and experiences of workers and Chiefs in the organization. As per Lawler and Mohrman (2000), the human resource capability ought to be situated and made as an essential colleague that partakes in both the creation and execution of methodologies. At the end of the day, the human resource capability ought to be situated as an accomplice, however an accomplice that partakes in the production of the procedure and leads or if nothing else is a significant forerunner in the full execution process.

Human resources or rather human capital addresses the abilities, information, thinking, and thinking skills of the work environment; and it upholds a company's development and efficiency (Gomez-Mejia and Balkin, 2002). In the

accompanying ways, this human capital can give an extremely impressive center capability that different firms can't copy:

- Information dwells to individuals, so it is special to the representatives in each firm.
- The capacity to bridle human resources relies upon the incorporated accomplishment of associated individual representatives and their eagerness to cooperatively utilize their gifts to help the company's central goal. That is, capacities are made from groups of individuals cooperating, which addresses a resource intended for the firm.
- It requires a long investment to foster a center capability, with the goal that a contender would be probably not going to expect to be the expense and hazard of attempting to copy it.
- The organization's way of life assumes an essential part in how well individuals cooperate to accomplish organizational goals. Since culture is eccentric to every organization, it addresses a significant detour for different firms.

Guthrie, Flood, Liu and Mccurtain (2009) in a study which was finished in Ireland in work frameworks tracked down that for a firm to hold its elite performance, interest for work should be heterogenous, suggesting that firm will have various positions in that will require various abilities, thus the stockpile of work should likewise be heterogenous in that people will continuously vary in both kind and level of their abilities, information and encounters. The review reasoned that excellent human resource with high capacity which has been continually shown to have areas of strength for a connection with individual work performance. This is in concurrence with Unger, Rauch, Frese and Rosenbusch (2011) who contend that mental capacity has been habitually used to test the worth determination in the organizational convenience in the exploration on the connection between human capital and enterprising achievement.

As per Zarutskie (2010), for a business to keep up with its upper hand, it should know about the parts of human capital resource can prompt higher-than-normal benefit. As indicated by the review, the main ways of checking human capital are through information, experience, abilities, skills, and mental limit. As opposed to Hotice (2010), who guarantees that results are utilized to check human capital.

Barney and Hesterly (2010) declared that easygoing equivocalness exists when connect between the association's human resources and upper hand is difficult to comprehend, making it confounded for contenders to copy the capable resource for productivity and market initiative. Albeit the review showed a positive direct connection between human resources and upper hand, it didn't lay out a backhanded connection between human resource and upper hand, it didn't lay out a roundabout connection between human capital and performance by either interceding on directing the relationship.

Wernerfelt (2011) found that an organization's group qualities can fulfill the state by accomplishing and keeping up with upper hand. Likewise, I was noticed that separately, prevalent abilities and particular resources can commonly make the company's unrivaled performance. Coff and Kryseyanski (2011) quantitative exploration noticed that better instruction of workers prompts more useful human resources and

demonstrated that the relationship among's schooling and mental capacity is solid.

Jiang, Lepak, Han, Hong, Kim and Wrinker, (2012) noticed the presence of positive relationship between workers' special abilities and firms' unrivaled performance. Mackey, Molly and Murriss (2014) high level that information and abilities are unusual, however whenever they are acquired they stay tolerably settled. The examinations utilized study plan and connection strategy to test the relationship.

Human resource can move starting with one firm then onto the next on the grounds that some time It is trying to prepare for scouting by rivals. By the by, human capital is viewed as the most significant and one of a kind resource if and provided that, it is explicit and exists in a climate where it was at first evolved (Nyberg, Moliterno, Solidness and Lepak, 2014). Further, the review demonstrated that human resource as stock starts from representatives' choice, preparing and improvement, which increment firm particularity and lessening supremacy, bringing about a superior company's performance. For a firm to acquire prevalent performance, the executives expects to have specialized, human and calculated abilities. The three abilities then, at that point, consolidated are essential to delivering prevalent administration for predominant performance.

Additionally, Nganga, Waiganjo and Njeru (2015) researched the impact of organizational resources portfolio on organizational performance in the travel industry Government Organizations in Kenya. Discoveries show that human resources ( $P=0.000$ ), actual resources ( $P=0.000$ ), innovative resources ( $P=0.000$ ) and organizational abilities like abilities, individuals and cycles ( $P=0.003$ ) make huge positive impacts/commitments to the organizational performance of the travel industry related organizations when the outer climate factors are not thought of. The commitments/impacts of monetary resources ( $P=0.06$ ) on organizational performance was unimportant.

Besides, Wernefelt (2014), in his investigation of resources and returns, additionally made the comparable end that resources, for example, brand names, innovation, qualified staff, contacts in the exchange, hardware, and viable strategies and monetary capital (capital) are starting point for accomplishing and supporting upper hand position/unrivaled performance. Coleman (2007) hypothesizes that human capital and monetary capital has been displayed to make sense of progress in the firm performance.

#### *Theoretical Framework*

This study is secured on Organizational Learning Hypothesis Garvin (1993) contends that a firm through organizational learning can accomplish better than expected performance/benefit over an extensive timeframe. Organizations that esteem nonstop organizational advancing as significant ability are ready to produce predominant performance using preparing and advancement. For a firm to be serious, outside natural examining ought to be consistent and connecting with skill ought to be viewed as of significance (Day, 1994; High-roller and Award, 1996). The capability of organizational learning in achieving upper hand and predominant performance is expressing the speed at which an

organization learns (Stewart, 2016). Persistent learning in an organization guarantees that representatives are cutting-edge regarding information and data, subsequently reinforcing human capital at large (Spender and Award, 1996; Armstrong, 2001). In evolving conditions, all organizations ought to can learn quicker than the contenders to achieve CA for prevalent performance (Winter, 2020). As per Winter (2020), for any organization to achieve superior performance, learning in a preferable and quicker far over contenders from disappointments and achievement is unavoidable. The most notable and viable course of upgrading information stream is innovation, which eventually changes the individual and the organization at large.

In the high performing firms, representatives gain from one another over work turn, acquiring unique thoughts that are difficult to duplicate through preparing. Through organizational learning, human resources is difficult to copy, considering that it continues to take a different person (Armstrong, 2001). Consumer loyalty is as consequence of organizations that learn over the long haul, which at the appointed time enhance productivity and deals. Typically, organizational learning centers n how upper hand can be produced from human capital as a resource and how it stomach muscle work on the performance of a firm. Human capital one among the most exceptional resources in an organization that is difficult to duplicate (Coplin, 2002).

Organizational Learning Hypothesis recommends that an organization ought to change its exercises to match the changing climate for it to stay serious in a dynamic and unusual climate (Crossan, Zane and White, 1999; Murray and Donegan, 2003). In organizational picking up, sharing and moving of information and data happens at the individual or workers level explicitly when it is being finished by more to less experienced representatives. As per Goh (2003) and Lopez, Peon and Ordas (2005), organizational hypothesis is supposed to be the summation of people and consolidated learning through preparing programs, experience the entire way to working collaborations in the organization, information and expertise securing. One restriction of organizational learning is that it focuses on the course of composed framework change through people or workers as the main resources.

Stewart (2016) and Lopez et al (2005) noticed that for superior performance to be accomplished, the strategy of continuous learning ought to be underlined by cheering the workers to master new abilities, get new information and advance more from those with experience. Remarkable human capital as far as abilities and information that is intricate to copy can be created through organizational learning. An organization that applies organizational learning winds up with complex abilities which are confounded to duplicate, repeat and move, hence being intended for the firm to empower it produce better than expected performance.

#### *Empirical Review*

Peter k. Bessong, Sunday O. Effiok, Usang and Obal Usang Edet (2012). This study analyzes human resource and the performance of chosen banks in Nigeria. Human resources are the main component of creation that isn't perceived in the

revealing systems, notwithstanding an interest tracing all the way back to the 1960s. In other to examine the above issues, the scientist accumulated information from Nigerian banks recorded in the Nigeria Stock Trade (NSE) utilizing an overview plan. The information were then organized and dissected utilizing Normal Least Square (OLS). The review uncovered that every one of the factors of human resource valuation utilized are measurably critical. Convincingly, human resources cost way to deal with corporate performance estimation which definitely stand out enough to be noticed and use lately gives further open doors to use of human resource bookkeeping measures. The concentrate hence, suggested that banks ought to utilize profession the executives projects to help their representatives in vocation arranging. A well-working organization vocation arranging framework would urge representatives to assume a sense of ownership with their own turn of events, including the improvement of abilities saw as critical in the bank. At last, banks ought to take note of that vocation arranging framework not just guarantees that workers have the right stuff they need to progress in the bank, yet additionally may assist with guaranteeing that representatives have the blend of abilities that the firm accepts is significant for its future achievement.

James N (2015) Human resources are the most significant and most unique resources in any organization. That is a recognizable melody continually on the lips of human resources researchers. However, when awful times set in, these most significant resources will be quick to be abstained from via conservation, overt repetitiveness or end of arrangement. That is the conundrum of human resources. Positively, the significance of human creatures working in an organization can't be over underscored. Human resources act as the main thrust that keeps the corporate wheels of progress rolling. Powerful administration of human resources is the way to high efficiency and benefit in each organization. Viable administration will incorporate, inspiration of the labor force, serious compensation, sufficient staff preparing and the board improvement projects to up-date the abilities and information on the whole representatives continually. Arrangement of clinical offices and great working circumstances are principal in light of the fact that a sound laborer is a useful specialist. The system took on in this article was the utilization of essential information gathered through surveys, interviews perceptions and conversations with researchers and specialists in the field of human resources the executives. Optional information containing flow scholastic texts and distributions in the field of human resources the board were additionally used to perfect the exploration study.

Werner N (2011). The article contends that experimental examination on Human Resource makes an uneven, twisted picture of the truth of work and in this way produces philosophy. Such a philosophy legitimizes HR practices and favors the interests of business visionaries and directors. This statement is represented and examined involving the instance of observational examination in HRM in German-speaking nations, albeit the philosophy attestation ought to likewise be legitimate for Old English Saxon nations. It is shown that HRM research predominantly follows business targets; it essentially

investigations performance-related factors. The overviewed HR rehearses center around "Elite Performance Works Frameworks", while other HR rehearses are generally disregarded. Fundamentally organizational elites (supervisors, specialists and other exceptionally qualified representatives) are reviewed as staff and give data about the circumstance in organizations. Exact examination paints a unitaristic picture; portraying the business and the job of HR the executives decidedly. Deviations from a worker accommodating HR system are ignored or seen as moderately interesting irregularities.

Uvais. M (2012). The representative Work fulfillment addresses quite possibly of the most perplexing region confronting the present administrators with regards to dealing with their Representatives. It is the main region which should be given most extreme focus by the organization. Except if and until every single organization goes all out to figure out the specific issues which influence their fulfillment as well as the whole performance, it will make gobs of aggravation. The specific learn about the Human Resource The board Practices with unique reference to work fulfillment gets importance on this corner. The review was led at Doctus Pvt Ltd at Hyderabad. The worker of the organization was the designated populace utilized for the review. The pilot concentrate on itself offered a great deal of advantages to figure out the circumstance and to finish the examples of the review. The example outline for study was 395; for directing a pilot study, the scientist took an extent of 5% of test outline, for example a size of 20. It showed the reaction as 95% has a place with a particular classification. So the specialist have accepted P as 95% and Q as 5%. The degree of certainty taken is 95%, so the Z esteem is 1.96. If Z is 95% the E worth ought to be 5%. Consequently the example size is 103. The Graphic exploration was the system utilized in this review and separated irregular testing in view of six divisions as HR, Money, Work, Quality administration, Creation and Research and development for choosing tests. At last, it was observed that pretty much every representative were happy with their work under the given Human Resource Practices. The specific concentrate again demonstrated that the HRM rehearses play incredible much part inside the organization to meet their objectives and targets. Until the organization giving full exertion; every single one ought to confront grievous outcomes.

Guthrie, Flood, Liu and McCurtain (2009) in a study which presumed that excellent human resources with high capacity are characterized to be uncommon and it is estimated through mental capacity which has been continually delineated to have major areas of strength for a relationship with individual work performance. Nyberg, et al (2014) additionally loans trustworthiness to this finding by seeing that human resource as stock begins from representatives' choice, preparing and advancement,

### III. METHODOLOGY

The research design adopted for the study was the descriptive survey research method. This enables the research to generate data for the study and for the test of hypotheses. The research area for this study is south-east geopolitical zone of

Nigeria which comprises five state namely, Anambra state, Enugu state, Imo state, Abia state and Ebonyi state. The sources of data for this research were primary data and secondary data. The study’s population comprises of 250 manufacturing firms exiting in the south-east geopolitical zone of Nigeria. However, twenty manufacturing firms were selected for the study (four firms from each of the state in the zone) by the use of purposive or judgmental sampling. Thus, the study population for this research comprises all permanent (senior and junior) employees, i.e., the total staff strength of the twenty manufacturing firms selected for the study. The total staff strength of the manufacturing firm selected for the study was 2,176. Sample size of 471 was mathematically determined by Godden’s (2004) formula. 22. A stratified (random) sampling was used in this study. Using this method, stratification of the employees was strictly based on their positions in organizational hierarchy: top, middle and lower levels Management respectively. That is, manufacturing firms employees in top and middle Management levels, and those who are in supervisory Management positions in addition to those in Junior Positions were randomly selected. For the analysis of data, percentages and tables were used. The degree of correlation or relationships between variables was determined by the use of Simple Regression Analysis. Thus, the hypotheses were tested by simple regression analysis through the use of SPSS computer package version 23.

IV. DATA PRESENTATION AND ANALYSIS

Analysis of Data (Hypotheses Testing)

Hypothesis one

H<sub>0</sub>: Training does not positively influence the organizational performance of manufacturing firms in the South-East of Nigeria.

H<sub>1</sub>: Training positively influences organizational performance of manufacturing firms in the South-East of Nigeria.

Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.184	.033		5.563	.000
1 Training	.977	.012	.978	80.904	.000

a. Dependent Variable: Organizational Performance  
R = 0.978  
R<sup>2</sup> = 0.956  
F = 6545.475  
T = 80.904  
DW = 0.114

Interpretation:

The relapse amount of squares (753.211) is more noteworthy than the remaining amount of squares (32.255), which demonstrates that a greater amount of the variety in the reliant variable isn't made sense of by the model. The importance worth of the F insights (0.000) is under 0.05, and that implies that the variety made sense of by the model isn't expected for possibility.

R, the connection coefficient which has the worth of 0.978, demonstrates that is positive connection among preparing and organizational performance of assembling firms during in the

South-East of Nigeria. R square, the coefficient of assurance, shows that 95.6% of the variety in the organizational performance of assembling firms is made sense of by the model.

With the straight relapse model, the blunder of gauge is low, with a worth of around .33904. The Durbin Watson Insights of 0.114, which isn't more than 2, shows there is no autocorrelation.

The human resources coefficient of 0.977 shows a positive importance among preparing and organizational performance of assembling firms in the South-East of Nigeria, which is measurably huge (with t = 80.904). Hence, the invalid speculation ought to be dismissed and the elective speculation as needs be acknowledged. Subsequently, there is a critical positive connection among training and organizational performance of assembling firms in the South-East of Nigeria.

Hypothesis two

H<sub>0</sub>: Motivation does not positively influence the organizational performance of manufacturing firms in the South-East of Nigeria.

H<sub>1</sub>: Motivation positively influences organizational performance of manufacturing firms in the South-East of Nigeria.

Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.103	.037		2.789	.000
1 Motivation	1.140	.014	.977	78.769	.000

a. Dependent Variable: organizational performance  
R = 0.977  
R<sup>2</sup> = 0.954  
F = 6204.575  
T = 78.769  
DW = 0.129

Interpretation:

The relapse amount of square (750.615) is more noteworthy than the leftover amount of squares (36.051), which demonstrates that a greater amount of the variety in the reliant variable isn't made sense of by the model. The importance worth of the F insights (0.000) is under 0.05, and that implies that the variety made sense of by the model isn't expected for possibility.

R, the connection coefficient which has a worth of 0.977, demonstrates that there is positive connection among motivation and organizational performance of assembling firms in the South-East of Nigeria. R square, the coefficient of assurance, shows that 95.4% of the variety in the organizational performance of assembling firms is made sense of by the model.

With the straight relapse model, the blunder of gauge is low, with a worth of around .34782. The Durbin Watson insights of 0.129, which isn't more than 2, demonstrates there is no autocorrelation.

Motivation coefficient of 0.977 shows a positive importance among motivation and organizational performance of assembling firms in the South-East of Nigeria, which is genuinely critical (with t = 78.769). In this way, the invalid speculation ought to be dismissed and the elective theory likewise acknowledged. In this manner, motivation

fundamentally and emphatically impacts organizational performance of assembling firms in the South-East of Nigeria.

#### V. DISCUSSION OF RESULTS

From the trial of speculation, it was observed that there is a critical positive connection between human resources (preparing, motivation) and organizational performance of assembling firms in the South-East of Nigeria. This finding is upheld by Guthrie, Flood, Liu and McCurtain (2009) in an overview which presumed that top notch human resources with high capacity are characterized to be uncommon and it is estimated through mental capacity which has been continually outlined to have major areas of strength for a connection with individual work performance. Nyberg, et al (2014) additionally loans trustworthiness to this finding by seeing that human resource as stock starts from representatives' choice, preparing and improvement, likewise Peter k. Bessong, Sunday O. Effiok and Usang and Obal Usang Edet (2012). This study analyzes human resource and the performance of chosen banks in Nigeria. Human resources are the main element of creation that isn't perceived in the detailing systems, in spite of an interest tracing all the way back to the 1960s. In order to examine the above issues, the scientist accumulated information from Nigerian banks recorded in the Nigeria Stock Trade (NSE) utilizing a review plan. The information were then organized and broke down utilizing Customary Least Square (OLS). The review uncovered that every one of the factors of human resource valuation utilized are genuinely huge. Decisively, human resources cost way to deal with corporate performance estimation which stand out enough to be noticed and use lately gives further open doors to use of human resource bookkeeping measures. The concentrate in this manner, suggested that banks ought to utilize vocation the executives projects to help their workers in profession arranging. A well-working organization vocation arranging framework would urge representatives to assume a sense of ownership with their own turn of events, including the improvement of abilities saw as critical in the bank. At last, banks ought to take note of that profession arranging framework not just guarantees that representatives have the right stuff they need to progress in the bank, yet in addition might assist with guaranteeing that workers have the blend of abilities that the firm accepts is significant for its future achievement.

#### VI. CONCLUSION

The human resources plays essential part to play to add the representative motivation and preparing it would rely upon its versatility. By giving all offices, the businesses get steady work force and the laborers look into their performance and work with a sensation of inclusion and cooperation toward improving solid cutthroat organizational performance. This study has explicitly tended to human resources (preparing, motivation) and organizational performance of assembling firms in the South-East of Nigeria, with specific reference to twenty chose producing firms in the South-East. It was obvious that there is a huge positive connection between human resources (preparing, motivation) and organizational performance of assembling firms in the South-East of Nigeria.

#### Recommendations

In light of the discoveries of the review, the accompanying proposals are made.

Human resources, among other organizational resources, ought to be viewed as novel as one of the significant patrons towards performance. Thusly, the human resource directors need to invest more energy by putting resources into individuals through preparing and advancement to upgrade information and abilities that will empower them personality factors that work on organizational performance in the assembling firms in Nigeria.

It likewise, suggested that assembling firms in Nigeria ought to have a profound understanding into the motivation and the exercises engage with the cycle since its upgrade organizational performance.

#### REFERENCES

- [1]. Arthur, J.B. (2012). The link between business strategy and industrial relations systems in American steel minimills. *Industrial and Labour Relations Review*, 45, 488-506.
- [2]. Barney, J.B. and Hesterly N (2010). Firm resources and sustained competitive advantage. *Journal of Management*, 17, 99-120.
- [3]. Beer, M, Spector, B., Lawrence, P.R., Mills, D.Q. & Walton, R.E. (1984). *Managing Human Assets*. New York: Free Press.
- [4]. Boselie, P., Brewster, C., & Paauwe, J. (2009). In search of balance-managing the dualities of HRM: an overview of the issues. *Personnel Review*, 38(5), 461-471.
- [5]. Rainey and Steinbauer (2019). High-performance work systems and organizational performance: Bridging theory and practice. *Asia Pacific Journal of Human Resources*, 45(3), 261-270.
- [6]. Boxall, P. and Purcell, J. (2003). *Strategy and human resource management*. Basingstoke: Palgrave Macmillan.
- [7]. Boxall, P. & Steeneveld, M. (1999). Human resource strategy and competitive advantage: A longitudinal study of engineering consultancies. *Journal of Management Studies*, 36, 443-463.
- [8]. Cappelli, P. & Neumark, D. (2001). Do "High performance" work practices improve establishment-level outcomes? *Industrial and Labour Relations Review*, 54, 737-775.
- [9]. Cerase, F. P., & Farinella, D. (2006) Explorations in public service motivation: The case of the Italian Revenue Agency. Paper presented at the Annual Conference of the European Group of Public Administration (EGPA), Public Personnel Policies Study Group.
- [10]. Combs, J., Liu, Y., Hall, A. & Ketchen, D. (2006). How much do high-performance work practices matter? A meta-analysis of their effects on organizational performance. *Personnel Psychology*, 59, 501-528.
- [11]. Delaney, J. T., & Huselid, M. A. (1996). The impact of human resource management practices on perceptions of organizational performance. *Academy of Management 35 journal*, 39(4), 949-969.
- [12]. Lawler, J. E, Mohrman G H & Doty D. H. (2000). Modes of theorizing in strategic human resource management: tests of universalistic, contingency and configurational performance predictions. *The Academy of Management Journal*, 39, 802-835.
- [13]. Drummond, I., & Stone, I. (2007). Exploring the potential of high performance work systems in SMEs. *Employee Relations*, 29(2), 192-207. Fombrun, C., Tichy, N. & Devanna, M. (1984). *Strategic Human Resource Management*. New York:
- [14]. Wiley. Godard, J. (2001). High performance and the transformation of work? The implications of alternative work practices for the experience and outcomes of work. *Industrial and Labor Relations Review*, 54, 776-805.
- [15]. Godard, J. (2004). A critical assessment of the high-performance paradigm. *British journal of industrial relations*, 42(2), 349-378.
- [16]. Gould-Williams, J. S., Bottomley, P., Redman, T. O. M., Snape, E. D., Bishop, D. J., Limpanitgul, T., & Mostafa, A. M. S. (2014). Civic duty and employee outcomes: Do high commitment human resource practices and work overload matter? *Public Administration*, 92(4), 937-953.
- [17]. Jamieson K. (2020). Human Resource Management and Industrial Relations. *Journal of Management Studies*, 24, 503-521.

- [18]. Guthrie, Flood, Liu and Mccurtain (2009). Human resource management and performance: a review and research agenda. *International Journal of Human Resource Management*, 8, 263-276.
- [19]. Guest, D. (1999). The workers' verdict. *Human Resource Management Journal*, 9, 5-25. Guest, D. E. (2011). Human resource management and performance: still searching for some answers. *Human Resource Management Journal*, 21, 3-13.
- [20]. Pete B (2021). Human resource management and corporate performance in the UK. *British Journal of Industrial Relations*, 41, 291- 314.
- [21]. Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: a meta-analysis. *Journal of applied psychology*, 87(2), 268.
- [22]. Rainey and Steinbauer (2019). High-performance work systems and organizational performance: Bridging theory and practice. *Asia Pacific Journal of Human Resources*, 45(3), 261-270.
- [23]. Wernefelt, A. & Fleetwood, S. (2011). Beyond measuring the human resource management – organizational performance link: applying critical realist meta-theory. *Organization*, 13, 677-700.
- [24]. Winter G.K (2020). Effects of Human Resource Systems on Manufacturing Performance and Turnover. *The Academy of Management Journal*, 37, 670-687.
- [25]. Wilden B, Gudergan NM and Lings F, (2013). Commonalities and contradictions in HRM and performance research. *Human Resource Management Journal*, 15, 67-94.
- [26]. Armstrong, M. (2001), *A Handbook of Human Resource Management and practices*, London: Kogan page.
- [27]. Choi, T.Y. and Eboch, K. (1998), *The Total Quality Management (TQM) Paradox: Relations among Total Quality Management Practices, Plant Performance and Customer Satisfaction*, *Journal of Operations Management*, Vol. 17, No. 1, 59 – 75.
- [28]. Coff, R. and Kryseynski, D. (2011), *Drilling for Micro-Foundations of Human Capital-Based Competitive Advantages: Cognitive Perspective on the Joint Effects of Relationship Quality and Differentiation on Creativity*, *Academy of Management Journal*, 53, 1090 – 1109.
- [29]. Coleman, S. (2007), *Women – owned Firms and Growth*, *Journal of Business and Entrepreneurship*, 19(2), 31.
- [30]. Day, G (1994), *Continuous Learning about Markets*, *California Management Review*, 36, Summer, 9 – 31.
- [31]. Denison, D.R. (2008), *Corporate Culture and Organizational Effectiveness*, New York: John Wiley and Sons.
- [32]. French, A., Wendell, B. and Cecil, H. (1983), *Organizational Development*, New Delhi: Prentice Hall.
- [33]. Garvin, D. (1993), *Building a Learning Organization*, *Harvard Business Review*, 71, (4), 78 – 91.
- [34]. Gomez-Mejia, L.R. and Balkin, D.B. (2002), *Management*, Boston: McGraw-Hill Irwin.
- [35]. Goh, S.C. (2003), *Improving Organizational Learning Capability: Lessons from Two Case Studies*, *The Learning Organization*, 10, 4, 216 – 227.
- [36]. Hotice, C. (2012), *The Influence of Intrinsic and Extrinsic Rewards on Employee Results: An Empirical Analysis in Turkish Manufacturing Industry*, *Journal of Faculty of Economic and Administrative Sciences*, Vol.3, 54 – 67.
- [37]. Kraatz, M.S and Zajac, E.J. (2001), *How Organizational Resources Affect Strategic Change and Performance in Turbulent Environments: Theory and Evidence*, *Organization Science*, 12(5), 632 – 657.
- [38]. Coplin, L.H. (2002), *Competitive Advantages and the SMEs: The Role of Distinctive Competences as Determinants of Success*, Ph.D Thesis, UniversitatAutonoma De Barcelona.
- [39]. Crossan, M., Zane, W., and White, R. (1999), *An Organizational Learning Framework: From Institution to Institution*, *Academy of Management Review*, 24(3), 522 – 537.
- [40]. Louise, J. (2017), *What is Organizational Performance*, Sydney: Pitcher Partners Growth.
- [41]. Osborne, D.E. and Gaebler, T. (2018), *Reinventing Government: How the Entrepreneurial Spirit is Transforming the Public Sectors*, Google Books, Google.com.ng.
- [42]. Popova, V. and Sharpanskykh, A. (2016), *Modeling Organizational Performance Indicators*, *Information Systems*, Vol.35, No.4, 505-527.
- [43]. Powell, T.C. (2015), *Total Quality Management as Competitive Advantage: A Review and Empirical Study*, *Strategic Management Journal*, Vol. 16(1), 5-37.
- [44]. Stafford, D. and Miles, L. (2013), *Integrating Cultures after a Merger*, Boston: Bain and Company.
- [45]. Stewart, J. (1996), *Managing Change Through Training and Development*, London: Kogan Page.
- [46]. Unger, J., Rauch, A., Frese, M. and Rosenbusch, N. (2016), *Human Capital and Entrepreneurial Success: A Meta-Analytical Review*. *Journal of Business Venturing*, 26(3), 341-358.
- [47]. Wernefelt, B. (2014), *A Resource-based View of the Firm*, *Strategic Management Journal*, Vol. 5(2), 171-180.
- [48]. Start, G. H; Steward, V. Cappell, F. and Singh, K. (2021). Business unit level relationship between employees satisfaction, employee engagement and business outcomes: A meta analysis. *Journal of applied psychology*, 8 (2) 268.
- [49]. Murray, P. and Donegan, K. (2003), *Empirical Linkages between Firm Competencies and Organizational Learning*, *the Learning Organization*, 10,3, 51-62.
- [50]. Nganga, L.W., Waigonjo, E.W. and Njeru, A.W. (2015), *Influence of Organizational Resources Portofolio on Organizational performance in Tourism Government Agencies in Kenya*, *International Journal of Business and Commerce*, Vol.6, No.4, 1-17
- [51]. Nyberg, A.J., Moliterno, T.P., Hale, D. and Lepak, D. (2014), *Resource-based Perspectives on Unit-Level Human Capital: A Review and Intergration*, *Journal of Management*, 40, 316-346.
- [52]. Zarutskie, R. (2015), *The Role of Top Management Team Human Capital Markets: Evidence from First-Time Funds*, *Journal of Business Venturing*, 25(1), 155-172.
- [53]. Edvisson, R & Malone, S. (2017). *The impact of human resources management practices on perceptions of organizational performance*. *Academy of Management Journal* 39(4)949-969.
- [54]. Finchman, D. T & Roselender, F. (2014). *Explorations min public service motivation: the case of the Italian Revenue Agency*. Paper presented at the annual conference of the European Group of Public Administration (EGPA), *Public Personnel policies Study Group*.
- [55]. Lopez, S.P, Peon, J.M. and Ordas, J.V. (2005), *Organizational Learning as a Determining Factor in Business Performance*, *The Learning Organization*, 12, 3, 227-245.
- [56]. Mackey, M., Molley, D. and Marris, S.S. (2014), *Scarce Human Capital*, *Journal of Strategic Management*, Vol. 3(5), 43-67.
- [57]. Minkov, M. and Blagoev, V. (2016), *What do Project GLOBE's Cultural Dimensions Reflects? An Empirical Perspective*, *Asia Pacific Business Review*, 18(1), 27-43
- [58]. Colliander, J. (2013), *"Trash talk rebuffed: consumers' defense of companies criticized in online communities"*, *European Journal of Marketing*, 47, (10), 1733-1757.
- [59]. Barney J. B. 2021. *Measuring firm performance in a way that is consistent with strategic management theory*. *Academy of Management Discoveries*, 6: 5-7
- [60]. Boudreau, J. W. (1991). *Utility analysis for decisions in human resource management*. In M. D. Dunnette & L. M. Hough (Eds.), *Handbook of industrial and organizational psychology* (pp. 621–745). Consulting Psychologists Press.
- [61]. Jones, S.H., & Wright, M. (2012). *Effect of Cognitive Style on Performance in Introductory Financial Accounting and the Decision to Major in Accounting*.
- [62]. Jackson, S., E., & Schuler, R., S. (2000). *Managing Human Resources: A Partnership Perspective*, 7th ed., South-Western College Publishing (Thomson Learning), Cincinnati, OH
- [63]. Mayo, E. (1933). *The Human Problems of an Industrial Civilization: Early Sociology of Management and Organizations*. Routledge
- [64]. Verma, J. (2012) *Strategic Human Resource Management: A Choice or Compulsion?* *European Journal of Business and Management* 4, (3), 42 - 54
- [65]. Wright, P.M., and McMahan, G.C. (1992). *Theoretical Perspectives for Strategic Human Resource Management*. *Journal of Management*, 18(2) 295-320.
- [66]. DTI (2013) *Annual Report for 2013/14 Financial Year Vote 36: Department of Trade and Industry*
- [67]. Sveiby, K. (2017). *THE NEW ORGANIZATIONAL WEALTH Managing and Measuring Intangible Assets*.





- [68]. Roslender, R. and Dyson, J. R. (2021) Accounting for the worth of employees: a new look at an old problem. *British Accounting Review*, 24, (4), 311-329,
- [69]. Verma, S. and Dewe, P (2014) Valuing human resources: perceptions and practices in UK organization. *Journal of Human Resource Costing & Accounting*, 12,(2), 102-123,
- [70]. Hesterly, W., & Jay B. Barney. (2010) *Strategic Management and Competitive Advantage* (3rd edition). Pearson Prentice-Hall.