

Evaluating the Contributions of Employee Training and Development to Personal and Organizational Performance: A Study of Al-Hassan Plastic Industry, Kano State

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Abstract

Original Research Article

This study looks at the role played by employee training and development in the personal and organizational performance at Al-Hassan Plastic Industry, Kano State. It investigates the effects of multidimensional training, such as skill training, knowledge training, and behavioral training and continuous learning on individual job performance, motivation and productivity of an organization. The paper is grounded on the Human Capital Theory, the Resource-Based View (RBV) and the social Learning Theory which gives a theoretical base in which the development of the employees is correlated with the outcome of the organization. The conceptual model depicts the training and development of the employees as the independent variable, and organizational performance; which includes profitability, productivity, and efficiency as the dependent variable and motivation and job satisfaction as the mediators. The evidence of global, African and Nigerian evidence has determined the positive effects of the training programs on the skills of the employees, their professional growth and compliance with the organizational strategies. The major findings show that training leads to skill development, motivation, and job satisfaction which increase organizational effectiveness. The support of the management and the orientation on the organizational goals are the faculties of good training, the unavailability of resources and the absence of engagement are the impediments. The recommendations will be channeled to the strategic incorporation of the training programs, investment in the reskilling programs and cultivation of the positive learning culture. The paper highlights the importance of structured training programs to personal development, organizational performance, and competitiveness in the manufacturing industry.

Keywords: Employee Training, Employee Development, Organizational Performance, Human Capital Theory, Manufacturing Sector, Motivation, Productivity.

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1.0 Introduction to the Study

1.1 Background of the Study

The training and development of employees has been identified as important processes to improve the effectiveness of the organization and stay competitive in the constantly changing business

world worldwide. Human capital is also being considered as a strategic resource that defines the long term organizational survival particularly in the knowledge-based economy (Merchant, 2010). Constant development of the employees in organized training sessions does not only enhance competence in the workforce but also leads to innovation and



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flexibility within the organizations (Bhattacharya, 2015). Due to the high rates of technological change, globalization, and Industry 4.0 changes, reskilling, and upskilling have been prioritized in organizations all over the world to maintain performance and suit the capabilities of the employees to the new business demands (Mohammed, 2024). This increased focus on human resource development makes training a foundation towards individual growth and excellence in an organization. Training and development are critical in the continental context of Africa, as they are largely interrelated with the aspect of sustainable economic change in the continent. Africa is facing numerous problems connected with the productivity of the workforce, skills mismatch, and low institutional investment to constant learning (Olaniyan & Ojo, 2008). Thus, effective training programs can be discussed as an important tool to enhance the knowledge, behavior, and attitude of employees, resulting in the higher job performance and better service delivery. Nonetheless, regardless of its perceived significance, real practice of development programs in most of the African institutions is not fully adhered to because of poor funding, absence of training evaluation mechanisms, and poor commitment by management. This fact highlights the necessity of strategic human resource development interventions to promote the culture of learning and enhance performance of the institution within African organizations.

In sub-region West Africa, the need to develop employee training and development programs that are structured has been heightened by the desire of the organizations to strategize their human resource with the new economic and technological realities. According to studies, a talented employee base will add value to employee motivation, low turnover, and the overall competitiveness of the entire organization as a result of well-trained employees (Sultana, Irum, Ahmed, and Mehmood, 2012). Besides, with the changing workplace dynamics brought about by digitalization and automation, organizations in West Africa are realizing the value of reskilling programs, as they attempt to create flexible, flexible, and ingenious workers (Mohammed, 2023a). This learning orientation will help in fostering performance-oriented cultures in which training

cannot be considered as an expense, but as an investment in organizational sustainability in the long term (Sundararajan and Mohammed, 2023). Employee training and development in the Nigerian context has also been a critical tool in enhancing productivity, organizational learning as well as long-term competitiveness. The problem of skill obsolescence, lack of coordination in training, and budgetary allocation are some of the problems that Nigerian organizations experience particularly in the manufacturing and industrial sectors (Chidi & Omotayo, 2013). These limitations notwithstanding, the empirical data indicate that training interventions can contribute to the development of the competencies of employees, their job satisfaction, and overall performance outcomes in a significant way (Arefin and Islam, 2019). Recent studies also highlight the increasing popularity of talent management and responsive performance systems in promoting innovation and operational effectiveness of the Nigerian companies (Mohammed, 2023b; Mohammed, 2023c). Therefore, to maintain the productivity of the employees and the growth of the organization in the current competitive environment of the industry, organizations like Al-Hassan Plastic Industry in Kano State should invest constantly in extensive training and development programmes.

1.2 Problem Statement

It is also a well-known fact that employee training and development are the key tools of performance improvement and goal attainment in the organization. Nonetheless, even with the recognized significance, numerous organizations, particularly those operating in the developing world, are still struggling with the necessity to correlate training programs with the actual performance results (Kanyemba, Iwu, and Allen-Ile, 2015). The issue is high tendencies of disconnecting the training design, implementation and post-training evaluation that fails on the anticipated change in the productivity and the effectiveness of the employees (Nda and Fard, 2013). As a result, there is a disparity between the theoretical focus on training as a strategic human resource instrument and its theoretical implementation of tangible performance outcomes. The absence of systematic training structures in some

African settings has acted as a deterrent to the ability of employees to adjust to new demands in the workplace. Ethiopian and Ugandan studies have shown that training has a positive impact on employee performance, but organizations often do not offer development opportunities and do not correlate them with job-specific competencies (Asfaw, Argaw, and Bayissa, 2015; Nassazi, 2013). In the same vein, in Kenya, the motivational effect of training on productivity of employees has been further reduced by poor performance appraisal systems and less feedback (Mwema & Gachunga, 2014). These issues bring to the fore a regional trend in which a lack of concern over training needs assessment, delivery techniques, and performance measurement results in less than ideal human resource results.

Structural inefficiencies in human resource management, poor funding and poor connection between training programs and organization strategy are factors that compound the problem in Nigeria. Firms in the manufacturing industry such as plastic and industrial firms are still using the old training models that have not given the workers technical and cognitive skills needed in the present day production setups. Even though reskilling and agile performance systems are the focus of Industry 4.0 principles to improve efficiency (Mohammed, 2023; Kumar, Mohammed, Raj, and Sundararadivavagaran, 2024), the majority of organizations remain behind on the implementation of these systems in their training programs. This lack of alignment is a factor in continued productivity disparity and the lack of competitiveness throughout the industrial spectrum. In addition, new evidence suggests that the economic changes, digitalization, and sustainability pressures in the world require different ways of employee development (Lawal, Abdulsalam, Mohammed, and Sundararajan, 2023; Mohammed, 2023). However, what organizations like Al-Hassan Plastic Industry in Kano State have failed to explore well is the contribution of structured training and development of its employees towards individual as well as organizational performance. Consequently, it is still necessary to examine how well the existing training programs impact on the skills acquisition and motivation among staff and productivity and how

they correlate with the overall organizational performance. Resolving this issue will offer empirical knowledge on how the manufacturing companies in Nigeria can utilize strategic training and development practices in order to gain competitiveness and sustainable development.

1.3 Objectives of the Study

The main objective of this conceptual study is to evaluate the contributions of employee training and development to both personal and organizational performance within Al-Hassan Plastic Industry, Kano State. The specific objectives are to:

1. Examine how employee training influences individual job performance, motivation, and productivity within the organization.
2. Assess the impact of employee development programs on organizational performance and competitiveness.
3. Analyze the extent to which training and development initiatives align with organizational goals and strategic human resource management practices.
4. Propose a conceptual framework linking employee training and development to personal and organizational performance in the manufacturing sector.

1.4 Research Questions

In line with the above objectives, the study seeks to answer the following research questions:

1. How does employee training influence individual job performance, motivation, and productivity in Al-Hassan Plastic Industry?
2. What is the impact of employee development programs on organizational performance and competitiveness?
3. To what extent do training and development initiatives align with the company's strategic human resource and organizational objectives?
4. What conceptual framework can best explain the relationship between employee training and

development and overall organizational performance in the manufacturing context?

1.5 Significance of the Study

One of the most necessary aspects of the modern human resource management is the training and development of the employees, which is a very important factor between the strategy of the organization and its workforce performance. In the whole world, studies emphasize that lifelong learning and skill development enhance organizational employee efficiency, flexibility, and professional growth in the long term (Kennedy, 2020). Organisations that emphasise employee development are more likely to develop innovative behaviours, increased job satisfaction and culture of constant improvement. This research is thus useful to the world as far as the systematic training frameworks can be exploited to develop human capital as well as maintain the organizational competitiveness in the dynamic industrial settings. Effective training and development practice has become a central solution to human capital gaps and skills obsolescence particularly in the realms of the public and manufacturing sectors in Africa. The Kenyan and Ghanaian studies prove that well-designed programs of employee development help companies achieve a better level of productivity, motivation, and organizational growth (Mohamud, 2014; Mohammed, 2021). Irrespective of this appreciation, there are still areas of gaps in implementation as most organizations find it difficult to institutionalize training systems that are not only sensitive to needs of the employees but also to the realities of operations. Therefore, the proposed research attempts to address a gap in the literature by providing the conceptual understanding of how the employee training and development can be more effectively aligned with the purpose of performance in the African manufacturing sectors.

In the eyes of the Nigerians, employee training and development has continued to be a key motivational force behind organizational prosperity, which is limited in most cases due to insufficient funding, ambivalent policy implementation and lack of commitment by the management. It has been

estimated, based on empirical evidence, that both training and performance appraisal systems have a substantial effect on employee behavior and organizational performance (Obisi, 2011; Ekatah and Iheriohanma, 2018). Nevertheless, there are several organizations where the evaluation of the training in terms of ROI has not been systematized. Given that this research concentrates on Al-Hassan Plastic Industry in Kano State, the research offers a good point of reference in ascertaining how training programs can be streamlined to improve individual and institutional performance in the manufacturing industry in Nigeria. Hypothetically, this research sparks the discussion on employee development by incorporating the ideas behind the human capital theory and the perspective of organizational learning to elaborate how training interventions can be translated into quantifiable results. In practice, it offers managers, policymakers, and human resource professionals information that can be put into action to design effective training programs to enhance productivity, innovation and sustainable organizational change. Consistent with the theme of earlier research highlighting the importance of digitalization, the effectiveness of strategic management practices on business performance (Mohammed, 2023; Mohammed and Sundararajan, 2023a, 2023b, 2023c), the research supports the claim that investment in employee capability development is essential in the formation of long-term organizational excellence.

2.0 Literature Review

2.1 Conceptual Framework

The theoretical and real-evidence basis of the effect of the employee training and development (IV) on the personal and organizational performance (DV) is provided by this conceptual framework. The framework is based on the fact that effectively designed training and development programs can increase the competence, motivation, and efficiency of the employees, which indirectly results to the increase in the productivity, innovation and sustainability of the organization over the long term. Employee training and development is considered a multidimensional construct, which entails skill-

based learning, knowledge improvement, behavioral reinforcement and sustained career development whereas organizational performance is considered to be a unidimensional construct that involves total effectiveness, efficiency and achievement of goals in the firm.

2.1.1 Independent Variable (IV): Employee Training and Development

2.1.1.1 Concept of Employee Training

Employee training is a methodical way of increasing the level of knowledge, technical skills, and behavioral skills of employees in order to advance their job performances at present and in future. Training is important in imparting to the workers the skills that enable them to cope with dynamic work requirements and cope with changes in technology (Khan, 2012). It is a linkage between organizational objectives and human potential in that the employees have the skills needed to carry out the tasks effectively. Mohammed, Sundararajan, and Lawal (2022) discovered that trainings within manufacturing setting, including SMEs in Kano Metropolis, enhance employee efficiency, minimize production mistakes and develop operational perfection.

Training all over the world has now taken a new form other than just acquiring a skill but incorporating soft skills, ability to be innovative and performance based behavior. According to Abbas and Yaqoob (2009), leadership and professional development through training not only enhances the performance of the individual but also establishes a culture of accountability and empowerment. Employee training can be considered a crucial productivity element in the Nigerian industrial context particularly in the industries that are progressing towards automation and Industry 4.0 procedures (Mohammed, Shanmugam, Subramani, and Pal, 2024). Therefore, modern organizations have a need for training, which is a strategic and operational requirement.

2.1.1.2 Dimensions of Training and Development

Training and development of employees are

multidimensional, this means that they include a number of interrelated and interlinked elements that would result in the performance of the workforce and organization as a whole.

a. Skill-Based Training

The skill-based training aims at enhancing the technical competencies of employees and their efficiency. It entails practical learning processes that can allow the workers to complete certain tasks more accurately and more productively. Empirical research indicates that systematic skill training in manufacturing companies will result in less waste of production and improved job performance (Mohammed, Sundararajan, and Lawal, 2022). Dugguh and Galadanchi (2014) also pointed out that on-the-job training and mentoring plays a significant role in enhancing task proficiency and job confidence by employees in the Nigerian industries.

b. Knowledge Enhancement

Knowledge enhancement training is designed to ensure that the employees have a better cognitive and professional knowledge on their responsibilities and organizational goals. Such programs in the digital age comprise data literacy, process awareness, and management awareness. Abbas and Yaqoob (2009) also discovered that knowledge-based development initiatives improve innovation and decision-making and Mohammed et al. (2024) noted that continuous knowledge refreshment can contribute to entrepreneurial agility and sustainable growth.

c. Behavioral and Attitudinal Development

Behavioral and attitudinal training has the aim of creating interpersonal skills, emotional intelligence and the ethics of working. These are important factors of good team work, communication and leadership. As Mohammed, Jakada, and Lawal (2023) have shown, the attitudes and behavior of managers play a crucial role in the motivation of employees and culture in an organization. Similarly, Trang and Huy (2025) validated the relationship between training and job performance with the moderating factor of employee

motivation that indicated that positive behavior development increased the gains associated with technical training.

d. Continuous Learning and Career Growth

Life-long learning facilitates flexibility, innovativeness, and professional growth. It is a sign of organizational investment in life long learning and future preparedness. According to Mohammed (2024), reskilling and upskilling programs in the IT sector of Kano state have played a role in ensuring sustainable performance and ability to be innovative in the workforce. Equally, there is international evidence that the constant development enhances the engagement of employees, turnover, and organizational competitiveness (Khan, 2012).

2.1.1.3 Employee Training Strategies and Practices

Good training strategies involve designing, administering and assessing systematic learning interventions in line with organizational objectives. In the present days, blended learning, workshops, job rotation, and mentorship programs may be used in organizations to improve the efficiency of the training delivery (Dugguh & Galadanchi, 2014). Mohammed et al. (2022) noted that the increased productivity and innovation outcomes of SMEs are possible when they incorporate digital tools and learning approaches that rely on performance. Moreover, strategic HRM actions, such as training and talent development based on performance, provide more effective connection between training input and performance output (Mohammed et al., 2024).

2.1.1.4 Training Needs Assessment and Implementation Approaches

Training needs assessment (TNA) involves determining the content to be learned by employees, the ways and when to learn the skills needed. It is a guarantee that training is aligned to the needs of an individual and the organization. Khan (2012) stressed that TNA can be used in the design of specific programs that directly lead to improvement of productivity and job satisfaction. However, in the

Nigerian industry sector, several companies do not have structured TNA systems, which leads to generic training that does not claim certain job requirements (Mohammed, Sundararajan, and Lawal, 2022). A TNA based on data, and post-training evaluation can guarantee the reliability of the results and long-term organizational gains.

2.1.1.5 The Role of Management Support and Learning Culture

Management commitment and the presence of a learning culture are important factors of success of training programs. The results of Mohammed, Jakada, and Lawal (2023) revealed a strong influence of the managerial attitudes in determining employee engagement and training outcomes. Provided that learning activities are supported by the management, the employees are likely to be more motivated to use the new skills and contribute to the performance in the organization. Equally, as mentioned by Khan (2012) and Trang and Huy (2025), training performance is intensified by intrinsic motivation and encouragement of leadership. An effective learning culture, which is achieved through open communication, feedback systems and recognition systems encourages knowledge sharing and knowledge improvement that results into excellent performance outcomes.

2.1.2 Dependent Variable (DV): Organizational Performance

2.1.2.1 Concept and Measurement of Organizational Performance

Organizational performance is simply the level at which the organization meets its strategic goals as well as its operational goals. It involves efficiency and productivity and the capacity to remain competitive in dynamic markets (Muogbo, 2013). The performance measurement can also entail financial and non-financial metrics, such as profitability, productivity, service quality, staff engagement, and the outcomes of innovations (Shanmugam, Rajkumar, Senthilkumar, Mohammed, and Prince Martin, 2024). Performance evaluation in the setting of Al-Hassan Plastic Industry can be directly related to the effectiveness

of employees in implementing recently learned skills and adjusting to technological changes and making contributions to the overall enhancement of operation.

2.1.2.2 Dimensions of Organizational Performance

This study is unidimensional in terms of organizational performance that can be studied using three fundamental dimensions:

1. Profitability: This is a measure of the financial success and capacity of the firm to make income as compared to their expenses. Training of employees may help in reducing errors, optimizing resources, and improving the quality of products resulting in higher profitability (Lawal, Abdulsalam, Mohammed, & Sundararajan, 2023).

2. Productivity: Training and development have a direct effect on the efficiency and output of employees. Experienced and well educated workers work with haste and precision enhancing the production cycles and service provision (Sawaneh and Kamara, 2019).

3. Efficiency: Efficiency entails efficient use of manpower, materials and technology. Training leads to the development of process knowledge, ability to solve problems, and innovative thinking, all three of which help in operation efficiency (Muogbo, 2013; Sundararajan and Mohammed, 2022).

2.1.2.3 Link between Employee Development and Organizational Competitiveness

The training and development increases the ability of the employees producing a workforce that is flexible, creative and motivated. This is the immediate benefit of the competitive advantage of the organization since it enhances the standards of operations, the quality of the products, and the responsiveness to the needs of the market (Shanmugam et al., 2024). Besides, employee development makes the organization resilient to technological disruption and competitive forces in the market, which is essential to sustainability in both the West African and Nigerian manufacturing environment (Sundararajan and Mohammed, 2022).

2.1.2.4 Personal Growth as a Catalyst for Organizational Improvement

The positive feedback loop between individual performance and organizational performance is achieved through personal growth due to training and development; e.g. mastering skills, having leadership potential and career development. Personally developed employees are more engaged, committed, and innovative, and their better abilities can be turned into increased productivity and the overall performance of the organization (Muogbo, 2013; Sawaneh and Kamara, 2019). This supports the perspective that employee continuous development programs are inextricably connected with the organizational success.

2.1.3 Conceptual Relationships between IV and DV

2.1.3.1 Linking Training and Development to Individual Employee Performance

Training will provide the employees with the knowledge and skills that will be relevant in handling the tasks achieved, decision making, and problem solving capabilities. Empirical evidence suggests that successful training will result in quantifiable job performance changes such as a lower error rate and higher operational effectiveness (Shanmugam et al., 2024; Sawaneh and Kamara, 2019).

2.1.3.2 Mediating Role of Motivation and Job Satisfaction

The mediating variables that enhance the relationship between training and organizational performance are motivation and job satisfaction. When employees feel that training is an investment in their personal development, they are bound to be engaged, motivated and dedicated to organizational objectives, which eventually improves on performance outcomes (Muogbo, 2013).

2.1.3.3 Training Outcomes and Organizational Effectiveness

Training results e.g. improvement in skills, behavioral transformation and acquisition of knowledge are converted into organizational performance through enhancement of innovation,

productivity and improvement of quality levels. According to Sundararajan and Mohammed (2022), it is essential to have well-trained employees who help companies achieve organizational flexibility, competitive advantage, and sustainability.

2.1.4 Conceptual Framework of the Study

The conceptual model demonstrates how Employee Training and Development (skills based training, knowledge improvement, behavior development, continuous learning) is a multidimensional structure, where the independent variable is the concept of Employee Training and Development and the dependent variable is the concept of Organizational Performance (profitability, productivity, efficiency). Motivation and job satisfaction are also included as part of the

framework as the mediating constructs, but these emphasize the mechanisms by which training has an effect on the individual and organizational outcomes. Figure 2.1 presents the Model of the Study, which shows how employee training and development can help improve the outcomes of the organization. The conceptualization of training and development in the model is a multidimensional construct that includes training based on skills, knowledge building, behavior and attitude development and learning and career development on a continuous basis. All these dimensions contribute to improved performance of the individual that will translate to increased motivation and job satisfaction. This, on its part, bolsters organizational performance, which is measured in the key performance outcomes as profitability, productivity, and efficiency.

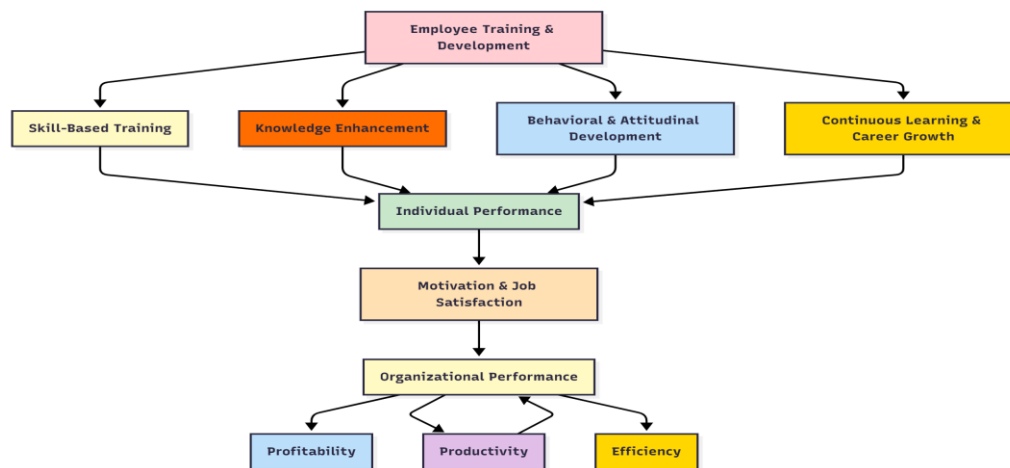


Figure 2.1: Model of the Study: Relationship between Employee Training & Development and Organizational Performance

Source: Researcher's Design (2025)

The model describes the dynamic relationship between staff development and the success of a company in general. It indicates that successful training interventions do not only increase the skills of the employees but also enhance a culture of constant improvement and involvement. Whenever employees get continuous learning and career growth, motivation and job satisfaction increases, which are reflected in increased productivity,

efficiency and profitability on the organizational level. The framework supports the idea that making investment in people is a strategic route to sustainable competitive advantage, which fits the human capital theory as well as the performance-based theory in the area of management research.

2.2 Theoretical Framework

The theoretical framework gives the basis of

the knowledge of the impact of Employee Training and Development on Organizational Performance. This paper combines various theories as follows; the Human Capital Theory, Resource-Based View (RBV), and the Social Learning Theory in explaining the conceptual and practical connection between the independent and dependent variable.

2.2.1 Human Capital Theory

Human Capital Theory is a theory that the investment in knowledge, skills, and abilities of employees will result in increasing productivity of individuals and outcomes in organizations (Agyemang and Ofei, 2013). One of the main ways of investing into human capital is training and development initiatives, which enhance problem-solving skills, cognitive and technical skill, as well as the flexibility of the employees (Uddin, Luva, and Hossain, 2013). On the one hand, employee training is a continuous process in the environment of the Al-Hassan Plastic Industry to have an efficient workforce that is able to carry out complex tasks efficiently, have fewer mistakes, and be more productive and of a high quality (Sundararajan, Mohammed, and Lawal, 2023).

2.2.2 Resource-Based View (RBV)

Resource-Based View holds that organizations can achieve sustainable competitive advantage through the exploitation of distinctive resources that are valuable, rare, inimitable and non-substitutable (Shahid and Azhar, 2013). Strategic resources under this framework are the skills and expertise that employees have acquired under well organised training and development programs. Training initiatives raise the capability of the workforce, operational effectiveness, and innovation, making the organization remain competitive in the competitive markets by balancing the HR strategies with organizational goals

(Sundararajan, Mohammed, and Senthil Kumar, 2023).

2.2.3 Social Learning Theory

Social Learning Theory is a theory that focuses on the importance of observation, imitation and modeling in behavioral learning (Rahayu, Santoso, and Handayani, 2019). It is not the formal training programs that enable employees to develop new skills and knowledge but also through peer observation, mentor observation and supervisor observation. This theory emphasizes the need to establish a learning culture in the organizations, through which the employees are able to learn through interactions, through work experience, and through feedbacks. These mechanisms also improve personal competencies, motivation and involvement that ultimately leads to organizational performance (Mustafa and Lleshi, 2024).

2.2.4 Theoretical Framework Diagram

The hypothesis is a visual in the integration of Human Capital Theory, RBV and Social Learning Theory to explain how Employee Training and Development (IV) to Organizational Performance (DV) through mediating variables of motivation, engagement and skill acquisition. Figure 2.2 depicts the Model of the Study, which includes the main theoretical comprehensions: Human Capital Theory, Resource-Based View (RBV) and Social Learning Theory which explains the way that Employee Training and Development contributes towards Organizational Performance. According to the model, employee training and development leads to the improvement of skills, knowledge and learning behavior of employees, which enhances employee competency. This competency leads to increased motivation and interest which in turn improves the organization's performance. The benefits of improved performance are measured in terms of profitability, productivity and efficiency, which are key indicators of business sustainability success.

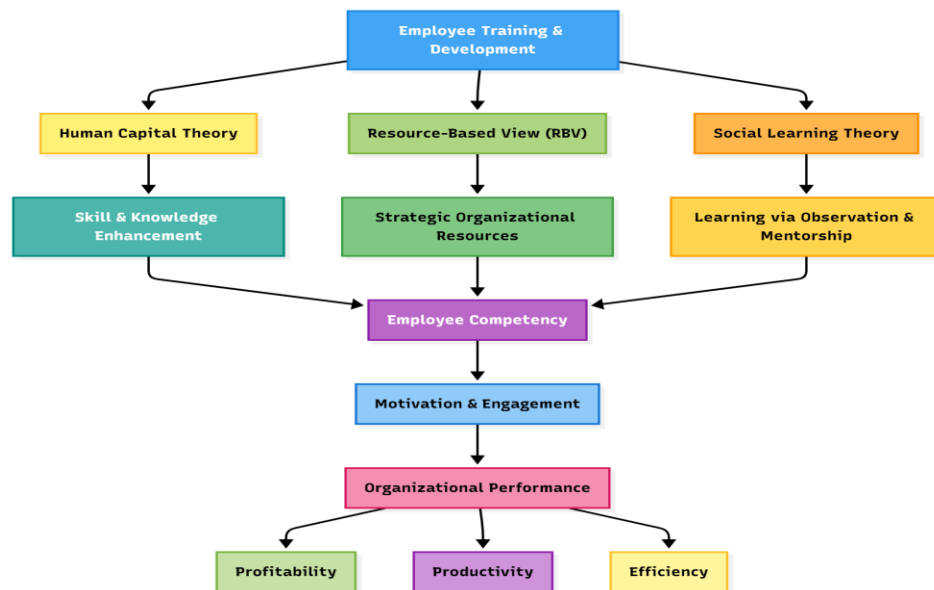


Figure 2.2: Theoretical Linkage between Employee Training & Development and Organizational Performance

Source: Researcher's Design (2025)

The model emphasizes that successful training programs are an investment in strategy that improves human capital, which is the most precious source of an organization. By using the Resource-Based View (RBV), the model underlines that trained and competent employees are special assets that give a competitive edge. This can be supported by the Human Capital Theory which holds that people investment returns in terms of performance. In the meantime, the Social Learning Theory emphasizes the importance of experiential and mentorship-based learning to influence the behavioral and attitudinal results. Collectively, these pillars of theory determine how intensive training of employees culminates into increased motivation, enhanced engagement and culminates at the end of the day into greater organizational performance in terms of profitability, productivity and operational efficiency.

2.2.5 Linkages between Theories, IV, and DV

By combining these theories, one can have a solid explanation of the conceptual relationships of this study:

a. Human Capital Theory connects training to the direct relationship with knowledge and acquisition of skills and personal development of employees that

enhance performance and productivity in the tasks (Agyemang and Ofei, 2013).

b. Under RBV position, employees are strategic assets, and it is stated that competent workforce is a source of competitive edge and organizational performance (Shahid and Azhar, 2013; Sundararajan et al., 2023).

c. Social Learning Theory supports the idea that training programs are more likely to affect the performance, motivation, and job satisfaction of employees because of the effects of observational learning, mentoring, and a conducive learning culture (Rahayu et al., 2019; Mustafa and Lleshi, 2024).

These theoretical views create a background to the interpretation on the role of Employee Training and Development in the Organizational Performance which is the basis of the conceptual model itself.

2.3 Empirical Review

Empirical research gives useful information on how employee training and development impact on personal and organizational performance especially in the manufacturing and industrial environment. Training and development in the world

has been continuously associated with increased competencies of employees, their productivity and performance of the organization. As an example, Bhattacharya (2015) emphasized that in Bangladesh, structured training programs resulted in major employee performance changes, and Arefin and Islam (2019) stated that employees in the banking sector increased the operational efficiency in the country due to training programs. Equally, Sultana et al. (2012) established that telecommunication companies in Pakistan realized superior performance of employees following systematic training intervention. Similar trends have been found in the African context. Mwema and Gachunga (2014) proved that performance appraisal and training enhanced the productivity of employees in the sampled NGOs in Kenya. Asfaw, Argaw, and Bayissa (2015) affirmed that training and development had a positive influence on employee performance and organizational success in Ethiopia, and Nassazi (2013) reported the same results in Uganda, as the development of the skills and the continuous learning were vital factors of organizational success. According to Sawaneh and Kamara (2019), in Sierra Leone, competencies and commitment of the employees of the public sector were enhanced under well-planned training activities.

Among the West Africans, especially in Nigeria, there is empirical evidence that training is important in the motivation of individual and organizational performance. According to Chidi and Omotayo (2013), organizations in Nigeria that used training and management development noted an increase in employee performance and managerial effectiveness. Ekatah and Iheriohanma (2018) observed a positive association between performance appraisal and employee training and organizational performance in the Nigerian banks. Dugguh and Galadanchi (2014) further revealed how mentoring, coaching and on-the-job training have been instrumental in enhancing employee capabilities in the Nigerian industrial environments. On the same note, Muogbo (2013) discovered that training and organizational performance were mediated by motivation in manufacturing companies of Anambra State, Nigeria. These studies allow a comparative

analysis of the perspectives on training benefits, and it can be seen that the global and African contexts tend to focus on the effects of contextual variables, including motivation, managerial attitude, and organizational culture as important mediators (Kennedy, 2020; Nama, Karim, and Othman, 2022). The approaches used include surveys and case studies to mixed-method research and it is always evident that employee development is core in improving the productivity and efficiency along with the general competitiveness of the organization. This empirical finding supports the conceptual assumption of the present study that through structured training programs in manufacturing organizations such as Al-Hassan Plastic Industry, personal as well as organizational performance can be significantly enhanced.

2.4 Research Gap

Although the empirical evidence on employee training and development is rich, there are still some significant gaps in the same, which this study will aim at filling. To begin with, most of the available literature has been focused on financial, service, or government sector organizations, and little has been said about manufacturing companies in Nigeria, especially in the manufacturing sector like Al-Hassan Plastic Industry. This contextual dissonance restricts the extrapolation of the already existing results to the Nigerian manufacturing industry where working conditions and the specifics of workers can vary to a considerable extent. Secondly, to a great extent, studies position training as a one-dimensional idea, which frequently prioritizes the acquisition of skills, but omits other essential dimensions of training, such as behavioral and attitudinal growth, lifelong learning, and management (Dar et al., 2014; Shet, 2024). This is too limited to give a clear picture on the contribution made by the employee development in both the individual and organizational results.

Third, although the organizational performance is often investigated in the available literature, the connection between personal development, employee motivation, and career growth as the mechanisms of organizational competitiveness is not studied explicitly (Guest, 2002; Rahayu, Santoso,

and Handayani, 2019). This restricts information on the ability of employee level results to mediate or support the overall organizational effectiveness. Lastly, the current literature seldom incorporates more than one theoretical viewpoint, including the Human Capital Theory, Resource-Based View (RBV), and Social Learning Theory to describe these multifaceted links between training interventions and performance outcomes (Mustafa and Lleshi, 2024). The study will fill these gaps and thus makes a contribution both at conceptual and at contextual level through which to provide a multidimensional insight into Employee Training and Development and its impacts on personal and organizational performance in manufacturing industry in Kano State, Nigeria.

3.0 Research Methodology

The research proposed in this paper aims to use a conceptual research strategy, focusing on qualitative analysis of the existing literature to study the role played by Employee Training and Development in the performance of both the individual and the organization.. It can be proposed that the conceptual design enables a profound study of theoretical and empirical premises of training practices and synthesize knowledge in different settings, especially in the manufacturing context (Shet, 2024; Reddy, 2020).

3.1 Research Design and Approach

This study will be guided by a conceptual and qualitative review design, where one will be able to integrate previous studies, theoretical bases, and empirical data to form a consistent view of relationships between training interventions and organizational outcomes (Dar, Bashir, Ghazanfar, and Khan, 2014). The method focuses on critical analysis, thematic examination, and synthesis of concepts as opposed to data gathering.

3.2 Sources of Data

The data used in this research is obtained only through secondary sources such as peer reviewed journals, conference proceedings, books, and authoritative industry reports. These sources offer an

affordable amount of multidimensional consideration of the training, motivation, performance, and effectiveness of employees, as well as of an organization (Guest, 2002; Sundararajan, Mohammed, and Senthil Kumar, 2022).

3.3 Data Analysis Technique

The content and thematic analysis methods are used in the study to detect important trends, themes, and conceptual connections among the literature. This method enables us to categorize training dimensions, training performance outcomes and mediating variables including motivation and job satisfaction thus assisting in the creation of a solid conceptual framework.

3.4 Validity, Reliability, and Conceptual Coherence

The validity and reliability are guaranteed by the selection of believable and peer-reviewed sources. Conceptual coherence is ensured by always aligning the theoretical viewpoints, empirical data and study aims such that the framework captures the results of individual and organizations performance.

3.5 Limitations of the Conceptual Approach

Although the conceptual design is an enriching theoretical and contextual resource, it has constraints of using secondary data. Primary data are not collected, which could limit the applicability to particular organizations or geographical areas. Still, the method is useful in terms of evidence synthesis, research gaps, and actionable recommendations to HR practices in manufacturing situations.

4.0 Findings of the Study

1. Training employees positively impacts on individual job performance, motivation, and productivity. The available data on the subject shows that development of skills and acquisition of knowledge contribute greatly to the efficiency and engagement of employees both in Nigeria and across the world (Khan, 2012; Bhattacharya, 2015).

2. Programs associated with career development and lifelong learning would have a direct effect on

organizational performance and competitiveness by producing a competent and flexible workforce (Abbas and Yaqoob, 2009; Mohammed, Shanmugam, Subramani, and Pal, 2024).

3. The best training programs are those that are aligned with organizational objectives and build into a strategy in the management of human resource practice that is consistent with long-term corporate objectives (Mohammed, Sundararajan, and Lawal, 2022; Dugguh and Galadanchi, 2014).

4. The conceptual frameworks indicate a direct relationship between multidimensional employee training (skills, knowledge, behavior development, and continuous learning) and employee organizational performance with the mediating influence of motivation and job satisfaction (Muogbo, 2013; Trang and Huy, 2025).

5.0 Recommendations of the Study

1. To improve individual performance, motivation, and productivity the management should design and execute training programs which are aimed at improving skills, development of behavior and learning continuously.

2. Organizations are advised to develop an employee development program that is well structured and creates a culture of innovation, flexibility, and career advancement that will make them competitive.

3. The training programmes must be aligned closely with the strategic human resource management goals with the aim of making them strengthen the organizational objectives and performance measures.

4. The firms are advised to incorporate a systemic approach that entails the incorporation of employee training, motivation, engagement, and performance appraisal systems to have a direct positive influence on the organizational results.

6.0 Conclusion

6.1 Summary of Major Insights

The conceptual evaluation provided to the advantages of employee training and development in the individual and organizational performance of Al-Hassan Plastic Industry, Kano State formed the basis

of this research project. As the literature review revealed, multidimensional training, which requires skill enhancement, knowledge development, behavioral transformation, and lifelong learning, affects the job performance, motivation, and productivity of a person positively (Khan, 2012; Bhattacharya, 2015). The competitiveness of the organization also increases with the employee development programs as a result of the capabilities of the organization to align the capabilities of the workforce and strategic goals of the organization (Mohammed, Shanmugam, Subramani, and Pal, 2024). Moreover, the conceptual frameworks highlighted the intermediary roles of motivation and job satisfaction in transforming the training outcomes to improved organizational performance (Muogbo, 2013; Trang and Huy, 2025).

6.2 Theoretical and Managerial Implications

Theoretically, the study reinforced the Human Capital Theory where employee's development investments helped enhancing knowledge, skills and productivity of employees. The conception of training and development as strategic resources that introduce sustainable competitive advantage is also made available through the Resource-Based View (RBV), which introduces the concept of sustainable competitive advantage (Mohammed, Sundararajan, and Lawal, 2022). In managerial terms, the findings offer the importance of constructing the training interventions that are to be organized and aligned with the organizational goals that ought to be incorporated by the management and embedded in the approaches to performance appraisal and career development. This would ensure that personal growth of the workers is carried to the success of the company.

6.3 Final Reflections on Employee Development and Organizational Performance

The study arrives at the conclusion that employee training and development are extremely essential in the performance both of an individual and the organization. Organizational culture of learning can provide an organization with extra productivity, motivation, and efficiency, which can remain competitive within the ever-changing

industrial environment. The conceptual models employed in this paper provide an insight into how the training programs can be linked to the organizational outcomes which can be quantified in practice, where the continuity of the organization development needs a stable investment into the human resources and the compliance of the workforce development programs with the organizational strategy.

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